

Table of Contents

City of Greensboro, NC RFP to Design, Finance and Permit the Development and Operation of a Long-Term Solid Waste Management Infrastructure System

<u>Requested Information</u>	<u>Page</u>
Cover Letter	
Tab I – General Company Information	
1.1 Corporate Overview	I-1
1.2 Abilities and Capabilities	I-2
1.3 Sustainability Efforts	I-7
1.3.1 Our Philosophy and Commitments	I-7
1.3.2 Examples of Recent Contracts	I-8
1.4 Local Overview	I-9
1.4.1 South Atlantic Region	I-9
Tab II – Overall Solid Waste Management Approach	
2.1 Innovative Technologies and Alternative Energy Infrastructures	II-1
2.1.1 Waste Management Renewable Energy	II-1
2.1.2 Waste Management Recycle America	II-2
2.1.3 MSW Landfill-Gas-to-Energy	II-7
2.1.4 Wheelabrator	II-8
2.1.5 S4 Technology	II-18
2.1.6 Alternative Fuel Fleet	II-20
2.1.7 Environmental Assessment Overview	II-20
2.1.8 Disposal	II-21
2.1.8.1 Piedmont Landfill	II-21
2.1.8.2 White Street Landfill	II-26
2.2 Other Services Collection	II-27
2.2.1 Collection Services	II-27
2.2.1.1 Waste Collection	II-27
2.2.1.2 Recycling	II-27
2.2.1.3 Yard Waste Collection	II-27
2.2.2 Service Offerings	II-28
2.2.2.1 Residential	II-28
2.2.2.2 Commercial	II-28
2.2.2.3 Recycle	II-28
2.2.2.4 Yard Waste/Bulky Items	II-30

Requested Information**Page****Tab III – Statement of Qualifications**

3.1	Key Personnel Overview	III-1
3.2	Executive Staff Resumes	III-2
3.3	Regulatory Compliance	III-6

Tab IV – Fees

4.1	Piedmont Landfill	IV-1
4.2	White Street Landfill	IV-2
4.3	Waste-to-Energy	IV-3
4.4	Single-Stream Recycling	IV-4
4.5	WTE LFG	IV-5

Appendices

Appendix 1:	Waste Management of Carolinas Compliance Summary	A1-1
Appendix 2:	Certificate of Authority	A2-1
Appendix 3:	Waste Management Service Offerings	A3-1
Appendix 4:	Waste Management Annual Report	A4-1



March 1, 2010

City of Greensboro
Environmental Services Department
Post Office Box 3136
Greensboro, NC 27402-3136

Re: Waste Management's Proposed Services for the City of Greensboro as Requested by the City of Greensboro Environmental Services Department as provided in the Request for Proposals to Design, Finance, and Permit the Development and Operation of a Long-Term Solid Waste Management Infrastructure System.

Dear Mrs. Jeryl W. Covington, P.E.,

Waste Management of Carolinas, Inc. (WM) would like to thank the City of Greensboro for the many hours of time and thoughtful consideration in providing this opportunity to respond to Greensboro's Environmental Services Department's Request for Proposals, for the design, financing, permitting, development and operations of a long-term solid waste management infrastructure. We are honored to have this opportunity to show how WM is uniquely qualified to provide superior waste services to improve the quality of life for citizens of Greensboro while protecting the environment and providing the most cost-effective services.

Consistent with page 1 of the RFP, WM provides this proposal to assist in the development of the City's procurement strategy, for informational purposes and the proposal's acceptability, and not as an offer "to be accepted by the City to form a binding contract". However, WM would greatly appreciate the opportunity to meet with the City and develop an agreement that provides the City with the WM solutions set forth herein. Consistent with page 7 of the RFP, WM's response will remain valid for a period of 120 days from the date of this submission.

We have made every effort to adhere to the requirements of the RFP and offer the City of Greensboro many environmentally-sustainable options from which to choose to further enhance the City's environmental initiatives, fostering GREEN and sustainable solid waste management services. In fact, we used recycled and recyclable materials to create the actual RFP notebook we are submitting to the City of Greensboro. The tab pages are printed on 100% recycled paper. The actual notebook is also fully recyclable and made from 100% post consumer fiber. Using a dime, you can actually disassemble the notebook in order to recycle the outer shell. In an effort to conserve materials, we have created additional, electronic versions of the RFP book and burned them onto discs which are placed in 100% post consumer fiber, recycled cardstock sleeves.



We believe we understand the City of Greensboro's goals, and we believe WM is uniquely qualified to continue serving the city by providing additional and comprehensive solid waste management services.

As part of the largest and most financially stable solid waste management company in North America, we are committed to helping our customers and communities prosper through business practices that reflect social responsibility and environmental excellence. Our ultimate goal is to deliver world-class service to Greensboro for all of its existing operations as well as working in partnership with the city to develop additional environmental enhancements for your waste management system, including disposal options which include local landfill facility development, waste-to-energy along with landfill-gas-to-energy and single-stream recycling.

We can guarantee quality service to our customers because we employ and train a skilled workforce and continuously invest in training our employees while using the best equipment in the industry. Our proven commitment to service combined with the strength of our local, regional and corporate staff ensures a successful solid waste partnership with the City of Greensboro, for the benefit of the City's leaders and constituents.

We look forward to working with the City of Greensboro to develop service arrangements and binding pricing alternatives as part of service agreement for a mutually-beneficial partnership with the City, its residents and communities and the environment. Together we can deliver lasting solutions for the City of Greensboro.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Yorston', is positioned above the printed name.

Greg Yorston
Vice President
Waste Management of Carolinas, Inc.



I | General Company Information



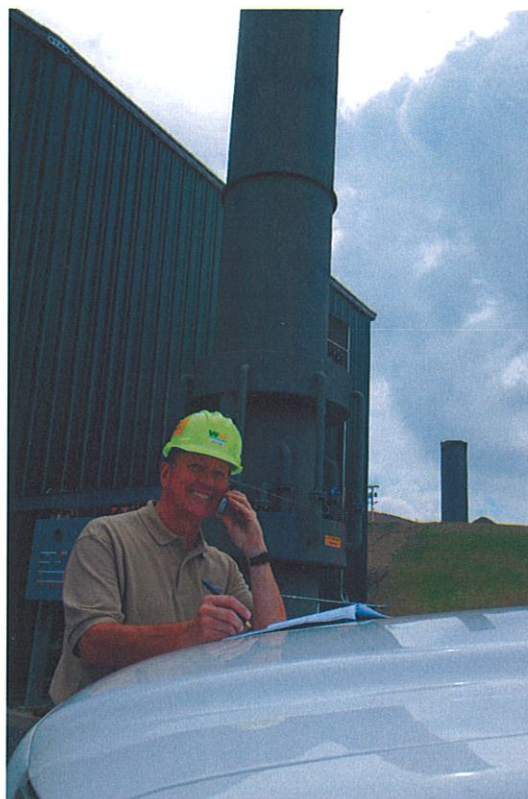
Waste Management (WM) is pleased to present our proposal to the City of Greensboro's Environmental Services Department, for the design, financing, permitting, development and operations for long-term solid waste management infrastructure. We are honored to have this opportunity to show how WM is uniquely qualified to provide superior waste services to improve the quality of life for citizens of Greensboro while protecting the environment and providing the most cost-effective services.

We will begin by sharing with you some background about our company, philosophy and achievements. Thereafter, we will outline our proposed services for the City of Greensboro as requested by the City of Greensboro Environmental Services Department as provided in the Request for Proposals to Design, Finance, and Permit the Development and Operation of a Long-Term Solid Waste Management Infrastructure System.

1.1 Corporate Overview

Our company

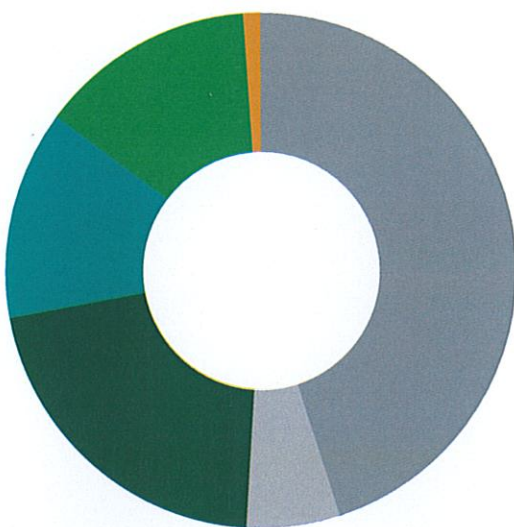
Waste Management, Inc. is the leading provider of comprehensive waste management and environmental services in North America. Headquartered in Houston, Texas, we serve nearly 20 million municipal, commercial, industrial and residential customers through a network of 367 collection operations, 355 transfer stations, 273 active landfill disposal sites, 16 waste-to-energy plants, 104 recycling plants and 111 beneficial-use landfill gas projects. Our beneficial-use landfill gas projects produce approximately 400 mw's energy to power 500,000 homes. 16 waste-to-energy facilities produce approximately 520 mw's energy to power 650,000 homes. Our 45,000 employees work at operations in 48 states as well as the District of Columbia, Canada and Puerto Rico, handling about 66 million tons of waste per year. Specifically, Waste Management of the Carolinas currently operates 25 hauling companies 16 transfer stations and six active landfills. Our ability, skill, financial strength and capacity to deliver superior solid waste service, including good environmental stewardship, are second to none.



WM is uniquely qualified to operate and manage Greensboro's solid waste needs. WM feels very strongly that with the resultant increase in efficiency and landfill preservation that our overall strategy for Greensboro's waste management systems will enable the city to develop a predictable long-term and ultimately cost-effective solution for all the city's waste management needs.



Waste Management Mix of Business



Traditional Services

- Traditional Collection/Transfer **45%**
- Traditional Landfill **6%**

Green Services

- Green Collection/Transfer **21%**
- Green Energy Production Facilities **13%**
- Recycling **14%**
- Newest Innovative Service Lines **1%**

1.2 Our Abilities and Capabilities

Waste Management is the largest solid waste management firm in North America providing cost-efficient, environmentally-sound programs for municipalities, businesses and households across the United States and Canada. From collection to recycling to energy recovery and disposal of the 4.6 pounds of waste generated daily by every person in North America, we work every day to make the world a better place.

We safely and responsibly dispose of more than 128 million tons of waste annually

WM operates the largest network of landfills in our industry with 273 active landfill sites. We have the ability to work with municipalities and regulatory organizations to expand disposal capacity at existing sites and to develop additional landfill sites. WM's landfills incorporate the latest advances in landfill technology to protect local ecosystems and ensure long-term integrity. Our active landfills currently have an average remaining permitted life of 28 years.

A dedicated environmental steward, WM ensures all our landfill facilities are designed, operated and maintained to meet or exceed local, state and federal regulations. As a long-time developer of advanced landfill management methods, WM continues to lead the industry in solutions that impact the future of solid waste management, such as Next Generation TechnologySM. This alternative approach accelerates the decomposition of waste in landfills so it occurs within years rather than decades. At the same time, the technology speeds the production of landfill gas, or methane, a renewable energy source. This gas is a readily available energy source that can be used directly as medium Btu gas for industrial use or fuel for gas-to-energy plants to fuel engine or turbine driven generators of electricity.



The EPA and state governments have endorsed landfill gas as an environmentally wise alternative energy resource that reduces our reliance on fossil fuels. It also minimizes emissions of greenhouse gases. Over the years, we have worked closely with businesses, industries and public utilities to develop many beneficial-use projects from landfill gas. Currently, we supply landfill gas to more than 100 beneficial-use gas projects in North America, providing the equivalent of more than 400 megawatts of energy, which is enough to power approximately 500,000 homes and replace nearly two million tons of coal per year.

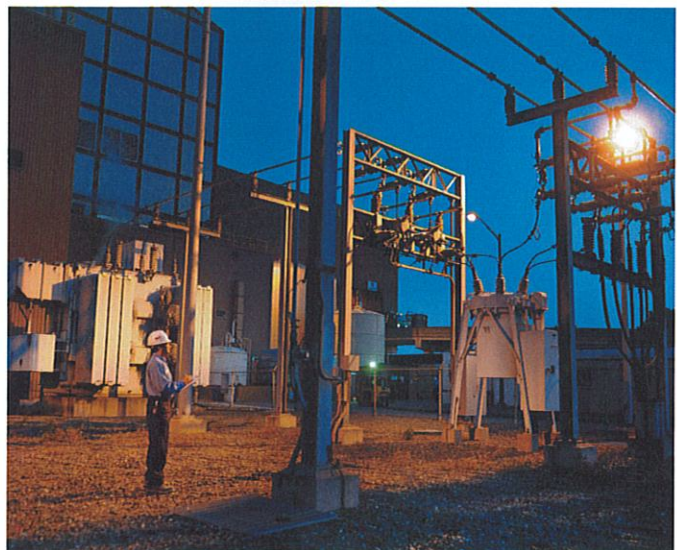
In fact, we helped pioneer the landfill gas-to-energy industry and continue to aggressively develop new technologies. WM has a dedicated renewable energy group, Wheelabrator, with more than three decades of experience developing clean, renewable energy and saving space in local landfills. We are unique in the industry with our in-house expertise and management of the entire "curbside-to-power" renewable energy cycle. Our renewable energy group provides landfill gas management, power plant construction and operation, as well as energy marketing.

Wheelabrator facilities have converted more than 145 million tons of municipal solid waste into more than 75 billion kilowatt-hours of clean, reliable electric power. Backed by the experience and security of a 45,000 employee, multi-billion dollar corporation, Wheelabrator's team has the distinct technical and financial ability to operate and maintain such a facility in Greensboro and deliver on all aspects of the services required to maximize the value of this project.

Each day we generate enough electricity to power 650,000 homes through WTE

The average person across the country produces 4.6 pounds of garbage every day, which is the equivalent of replacing 14 million barrels of oil or 4.1 million tons of coal every year. We plan to double that output and power more than two million homes by 2020 by turning waste into energy through a highly efficient combustion process. This will involve expanding our partnerships with local governments, such as the City of Greensboro, to develop and optimize new and existing waste-to-energy (WTE) plants and landfill gas projects.

In addition to being a leader in converting waste to energy, WM is North America's leader in the field of construction and demolition debris (C&D) disposal. With approximately 300 active landfills, including more than two dozen permitted specifically for C&D disposal, WM offers more disposal options and experience in C&D debris management than any other waste services company.





We've seen average increases in recovery of recyclables of 20 percent and higher

Since the early 1970s, WM has operated recycling facilities. In 2003, Waste Management Recycle America, LLC (WMRA) was formed by combining our operations with the Peltz Group of Milwaukee, WI and the Canada and Recycle America Alliance. Today, through WMRA, we recycle more residential waste than any other company in the industry. Currently, WM manages eight million tons of recyclable materials with the goal of tripling that amount to 20 million tons by 2020.

Our list of acceptable recyclables continues to expand. Our distinct mission is to provide recycling processing capacity and increased diversion opportunities for customers.



As the pioneer in single-stream (SS) processing, WM can provide a process for SS recyclables in Greensboro as an alternative to other local facilities or instead of transferring them out of county to other private or public facilities. Single-stream allows residential customers to mix recyclable paper, glass, plastic, aluminum and steel cans in one bin or container. In 2001, we became the first major solid-waste company in North America to focus on residential SS recycling by offering paper and metal recycling to private homes.

Because the convenience of SS recycling effectively increases participation, our single-stream volumes increased nearly 15 percent in 2008 over 2007. We're further increasing volumes through new partnerships and programs to recycle fluorescent lamps, batteries and electronics.

The SS process is accomplished through a combination of mechanical screening and manual sorting techniques where non-recyclable items are removed and the remaining materials are sorted and prepared for shipment to various domestic and export end-user markets. The processing equipment is typically comprised of two balers, numerous conveyors, a V-Screen (fiber and container separator), two sorting mezzanines, a magnetic ferrous separator, a non-ferrous eddy current separator and various rolling stock units (forklifts and loaders). With a slight increase in tip fee for municipal solid waste at the higher throughput guarantees (>200,000 tons annually), we can build a similar and new SS processing facility in Greensboro.

WM's 2020 Initiatives

In addition to our services, we have the ability to preserve and restore local wildlife habitats. By 2020, we plan to achieve a fourfold increase in the number of our wildlife habitats certified by the Wildlife Habitat Council (WHC). That means at least 100 of our landfills will have a total of more than 25,000 acres set aside for conservation and wildlife habitat—an area more than one-and-a-half times the size of Manhattan Island. We are already halfway to that goal, with 49 of our landfills certified and a total of 21,000 acres around our landfills set aside for wildlife habitat.

We have also been active in groups founded to respond to climate change. We are a founding member of the Chicago Climate Exchange (CCX) and have continuously met the CCX goal of reducing CO₂ emissions at our enrolled facilities. We also are a member of the California Climate Action Registry and were recently designated a "Climate Action Leader." We report our



emissions as a Carbon Disclosure Project (CDP) participant and are in the process of developing an enterprise-wide Waste Management greenhouse gas inventory. Our commitment to the environment is invaluable to the communities and individuals we serve.

Our skill

It is critical that our talented employees have the tools they need to be successful and safe. To achieve zero deviations from regulatory standards at more than 1,200 Waste Management facilities subject to environmental regulations, our Environmental Management System helps prevent violations before they occur. Through prevention, extensive mandatory training, self-identification of issues and Web-based assurance problem corrections, the program is achieving steady progress toward our goal of zero violations.

Additionally, Waste Management initiated Mission to Zero™ (M2Z™) to improve worker safety. M2Z™ is founded on zero tolerance for unsafe actions, decisions, conditions, equipment and attitudes. The program has a goal of zero accidents and zero injuries. Under this program, WM's total incident rate (non-fatal illness and injury) has improved dramatically, with an 83 percent improvement from 2000 through the third quarter of 2008.

Because of our abilities, capacity and skills, WM has received dozens of awards for environmental leadership, community service and supplier excellence every year:

- WM was named to the Dow Jones Sustainability Index (DJSI), a selection of companies judged on their global leadership in sustainability and economic performance. In each of those four years, WM far outperformed the average DJSI score for the waste and disposal services sector.
- Most Ethical Companies and Waste Management CEO listing among 100 Most Influential People in Business Ethics by Ethisphere Magazine
- World Business Council for Sustainable Development Sustainability Leader for the waste and disposal services sector
- US Conference of Mayors Outstanding Achievement Award
- Wildlife Habitat Council's President's Award and Conservation and Outreach (CEO) Award

Waste Management's commitment to excellence and leadership positions us to deliver lasting solutions to the environmental challenges our planet will face in the 21st century.

Our financial strength

Not only does WM have the ability, capacity and skills to operate and manage the City of Greensboro's solid waste disposal, operational and recycling facilities, but we also have the financial strength. As the largest and most financially stable solid waste management firm in North America, Waste Management, an investment-grade Fortune 200 Company, reported nearly \$13.4 billion in revenues and \$20.2 billion in total assets for 2008.

Wheelabrator, the subsidiary responsible for operating and managing waste-to-energy (WTE) programs, reported \$868 million in operating revenues, \$179 million in operating income and had total assets of \$2.4 billion in 2007. If selected as part of this proposal, WM, Wheelabrator and/or other appropriate affiliates are willing and capable to provide the financing necessary to achieve the goals provided for in this proposal. Capital investment, including all costs associated with planning, designing, permitting, construction, operation and maintenance of the landfill-gas-to-energy (LFGTE) facility, will be paid by WM.



Our financial strength and commitment to investing in new technologies would give the City of Greensboro a sound partner with industry expertise, and more importantly, creativity in project restructuring and systems improvements. Stakeholders we typically meet with during the due diligence process comment that WM is the only company to provide creative ideas and the willingness to pursue opportunities to create improved environmental protection and system value to the community.

Each year, we collect approximately 66 million tons of solid waste. We operate the largest network of landfills in our industry, with 273 active sites managing the disposal of approximately 110 million tons of waste per year. In addition to managing 355 transfer stations that consolidate, compact and transport waste in an efficient manner, we also manage a network of 367 collection operations, 16 waste-to-energy plants, 104 recycling plants and 111 beneficial-use landfill gas projects. In North and South Carolina, we operate 30 collection operations, 5 recycling plants and 4 landfills, 3 of which have beneficial-use landfill gas projects.

We work hard to be a company that our customers and communities can count on everyday to deliver the highest-quality services. Our customers depend on us to adapt to their changing needs. We offer value-added service that makes it more convenient, efficient and cost-effective for them to do business in this modern world of solid waste management practices. Communities count on WM to be there whenever needed, from the investment of our time and resources in civic and social efforts to the reassurance of our ready response when disaster strikes. WM is committed to helping our customers and communities thrive and prosper through business practices that reflect social responsibility and environmental excellence.





1.3 Sustainability Efforts

1.3.1 Our philosophy and commitments

WM believes in respect for the environment. Our world and the people who inhabit it deserve a clean, safe environment, which is why we aspire to meet the following commitments.

We're growing recycling

By 2020, we expect to triple the amount of recyclable materials we manage, from eight million tons to more than 20 million tons. Part of this boost is coming from increased volumes as we use single-stream technology to make recycling easier for consumers. We've seen average increases in recovery of recyclables of 20 percent and higher because the convenience of single-stream recycling effectively increases participation. Our single-stream volumes increased nearly 15 percent in 2008 over 2007. We're further increasing volumes through new partnerships and programs to recycle fluorescent lamps, batteries and electronics. In 2008 alone, we:

- Managed enough recyclables to fill the Empire State Building more than 11 times
- Oversaw enough commodities to fill 99,000 Boeing 737 airplanes
- Recycled more than 40,000 tons of aluminum, saving enough energy to power 1.6 million televisions for 13 hours a day for a year

We help power communities

We've been in the renewable, waste-based energy business for decades. The average person produces 4.6 pounds of garbage every day. We use waste to create enough energy to power more than one million homes every year. That's the equivalent of replacing 14 million barrels of oil or 4.1 million tons of coal every year.



We're investing in new technologies and services

WM's financial strength allows us to invest in the green technologies we've pursued for many years, such as recycling, waste-to-energy and landfill-gas-to-energy as well as future technologies and renewable energy such as landfill gas-to-diesel and liquid natural gas. Also, we are watching other emerging technologies, such as the gasification of waste so we can judge their potential for commercialization. One current example is our investment to create a new hybrid engine for our trucks. We have 21,000 vehicles in our fleet and plan to spend more than \$450 million per year on new trucks. This creates a pressing need to lower fuel costs and reduce our carbon footprint. Currently, we are working with engine manufacturers to develop new technologies so we can lower our emissions and increase our fuel efficiency by 15 percent over the next 10 years. In 2008, we began field-testing the first hybrid waste collection truck and a first generation hybrid dozer for use at our landfills. All which may be incorporated into the City of Greensboro by selecting WM as your vendor for services.



In addition, WM is offering new services to our customers and communities, like the City of Greensboro, such as:

- Healthcare Solutions -- the branch of our business offering healthcare facilities, quality disposal and recycling programs
- LampTracker® -- North America's largest bulb recycler, overseeing the collection and processing of CFLs and fluorescent lights
- Green Squad -- an innovative program helping businesses identify operational savings through waste reduction and energy efficiency
- Greenopolis -- a green social network built for communities and businesses to construct information online about our environment

We're building the future

WM views the waste that we all generate as more than just a byproduct of our society. It is a renewable energy resource. That energy can be harnessed through both our affiliate Wheelabrator's combustion process and boiler-steam cycle generating stations and by our efforts to capture the landfill gas generated in our landfills to produce clean, green electricity. In October 2007, WM publicly announced our intentions to double the amount of waste-based energy production by the year 2020. A component of that long-term goal is a short-term goal to build 60 new landfill-gas-to-energy facilities by 2012. We are on our way to achieving that goal and our rate of development and construction is accelerating.

1.3.2 Examples of Recent Contracts

Southeastern Public Service Authority Portsmouth, VA

The Southeastern Public Service Authority (SPSA) sold their WTE Facility under the State of Virginia's Public-Private Education Facilities and Infrastructure Act (PPEA). Bidders were required to follow a specific process, which included simultaneous competitive negotiation of the Agreements. Wheelabrator was selected as the winning bidder and was required to provide a letter of credit. Completion of negotiations between SPSA and Wheelabrator are currently ongoing.

The facility, located on a U.S. Navy site in Portsmouth, VA, was originally built to provide steam to the Navy through the combustion of coal and refuse derived fuel (RDF). It began operations in 1988 and was acquired in 1999 by SPSA. The facility is operated by 170 employees and comprised of two major components, the RDF processing facility and the power plant. The RDF processing facility is comprised of three lines that can process up to 2,000 TPD of processable Municipal Solid Waste (MSW) into RDF. The process is basically a shredding operation, shredding MSW to a level such that it can fuel the power plant boilers. The process is not required in mass burn facilities as mass burn boilers are designed to be feed "raw" MSW. The power plant has four combustion trains and three 20 Megawatt turbine generators. Each combustion train is comprised of a 500 TPD C.E. traveling grate boiler with an associated air pollution control train.

The facility sells steam to the U.S. Navy under a long-term contract and electricity into the PJM energy market. In addition, the U.S. navy owns the land that the facility is located and there are easements in place for these properties through 2049.



Frederick and Carroll Counties, Maryland

Between 1995 and 2005, most of the jurisdictions in Maryland enjoyed unusually low cost for the transportation and disposal of municipal solid waste (MSW) in large, out-of-state mega-landfills. The situation began to change in 2004. Pennsylvania adopted a series of surcharges on landfills to stem the flow of out-of-state waste. As diesel fuel prices soared in 2005 and 2006, the cost of transportation became more expensive than the cost of disposal. New York City began using landfill capacity in Pennsylvania and Virginia, and the increased demand quickly escalated the market price for disposal in these states. Vendors insisted on fuel cost adjustments in addition to the standard inflation cost adjustment as fuel prices increased. Not only did this increase the cost for long hauling waste, it also introduced uncertainty to the costs because, unlike the inflation rates, fuel costs can swing up or down by several dollars per ton from month to month. The long haul transfer of waste to other jurisdictions and reliance on other states' acceptance of these wastes was not considered a sustainable solution in the management of Frederick County's solid waste.

In addition to the environmental considerations of out-of-state waste transfer, the long-term costs of this option may divert available funds from being used to expand the County's other waste management programs including, but not limited to, curbside residential recycling efforts, household hazardous waste collection programs and future non-residential recycling programs.

The long-haul waste transfer operation is subject to a number of uncertainties that will increase the cost and availability of this option. These include:

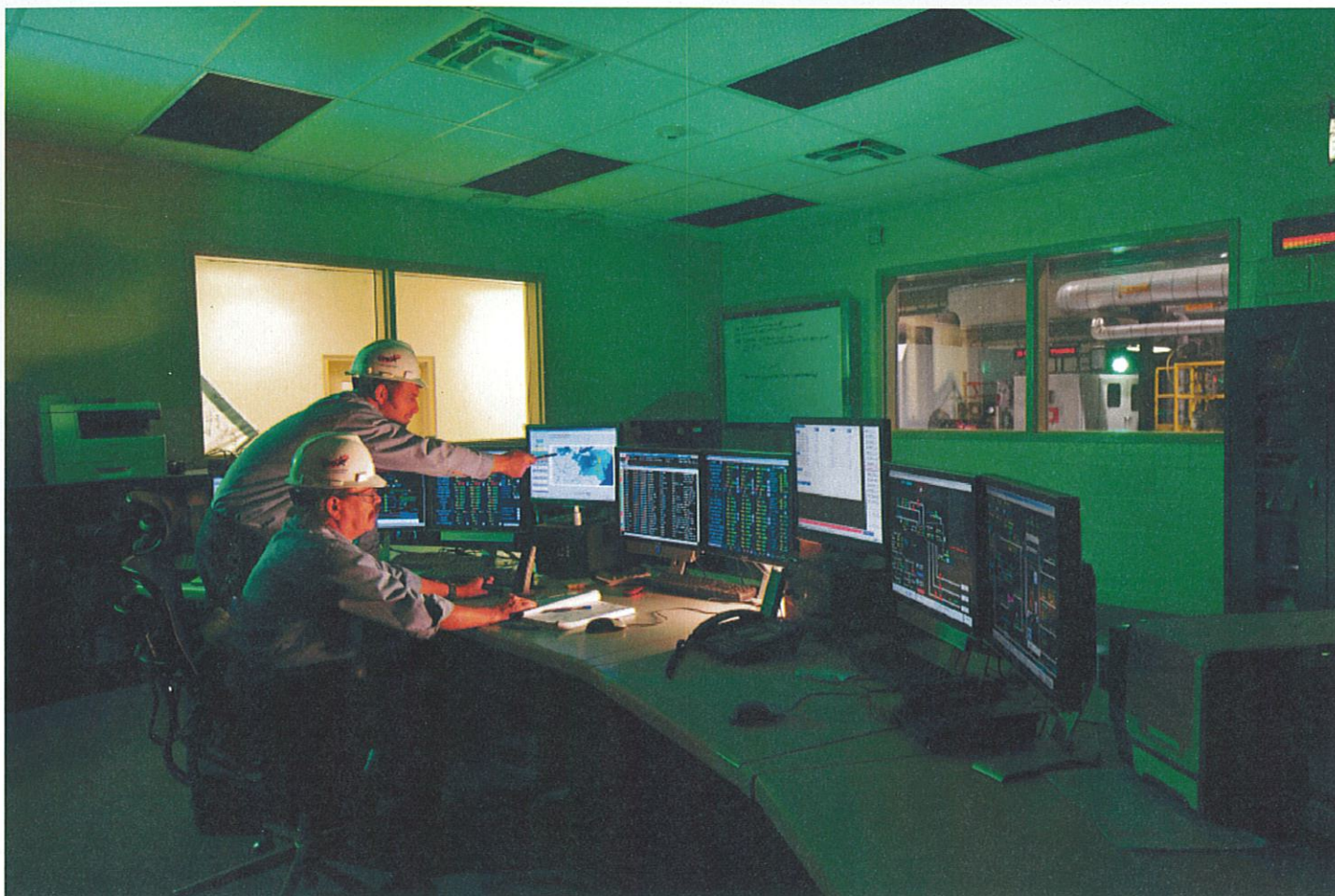
- The transportation and disposal contracts include monthly fuel cost adjustments which can be unpredictable and can drastically increase the per ton waste disposal costs based on diesel fuel cost increases.
- The environmental impact of transferring waste over long distances is adverse to reducing greenhouse gasses and conserving fossil fuels.

The Department of Utilities and Solid Waste Management recommended that the Northeast Maryland Waste Disposal Authority obtain the best and final proposals from both Proposers and complete a Service Agreement with the preferred Proposer, Wheelabrator, based on a regional facility, subject to Carroll County's decision to participate in a regional facility with Frederick County.

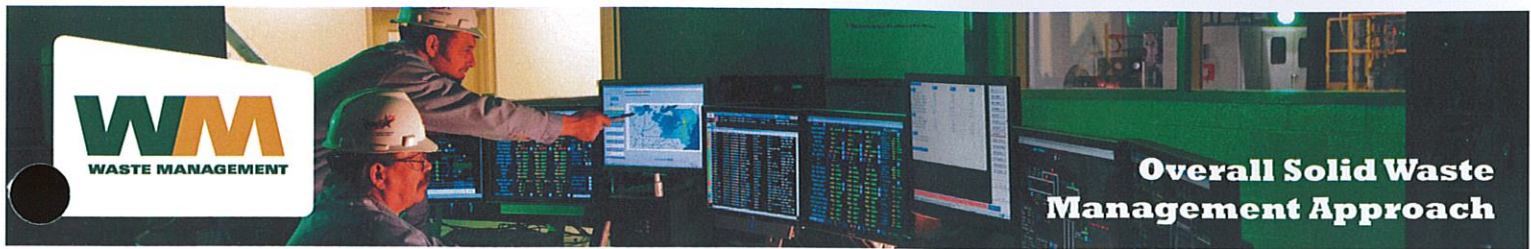
1.4 Local Overview

1.4.1 South Atlantic Region

Waste Management's South Atlantic region includes North Carolina, South Carolina and Georgia. Waste Management of the Carolinas currently operates 25 hauling companies, 16 transfer stations and six active landfills.



II | Overall Solid Waste Management Approach



2.1 Innovative Technologies and Alternative Energy Infrastructures

WM is a Principle-Centered Company

In 2008, Waste Management, Inc was named on *Ethisphere Magazine's* second annual "World's Most Ethical Companies" list. WM is the only company listed in the "environmental services and equipment" category. WM and its partners have strong diversity programs, a published code of ethics, a pledge to sustainability and environmental compliance programs that are considered industry best by a number of measurements (details available upon request) and publications.

2.1.1 Waste Management Renewable Energy

Waste Management currently supplies landfill gas to operate 110 beneficial-use projects in 25 states. WM is the owner or co-owner of 50 of these projects and provides gas to third-party facilities at 60 landfills.

WMRE History and Project Experience

Type of Project	Total	Owned or Co-Owned by WM
On-Site Power Plant	77	42
Off-Site Power Plant	7	0
Medium Btu Heating Fuel	13	4
High Btu Processing	5	0
Liquid Disposal	8	4
Total	110	50

WM helped pioneer the landfill-gas-to-energy (LFGTE) industry in 1986, when we teamed with Caterpillar Financial Services Corporation to form Bio-Energy Partners (BEP). The partnership's exclusive purpose was to develop the technology and equipment and actively pursue the construction of LFGTE projects. The first plants were constructed in 1987. From the beginning of the partnership, WM was responsible for the permitting, design, construction and operation of each plant, as well as the business management and energy marketing for the whole program. This early entry into the industry gives us 21 years of development, operations and management experience concerning LFGTE projects.

In 2003, WM formed the business entity of WM Renewable Energy, LLC (WMRE) to further focus the company's efforts and expertise in LFGTE and to bring the ownership of these plants in-house. WMRE currently has 26 employees, with expertise in energy marketing, renewable energy markets, plant permitting and design, plant operations and business management.

WMRE is now one of the most active players in developing LFGTE projects. Over the last three years, we have completed on average six (6) projects a year and the rate of development is accelerating. We currently have over 15 plants in the development or construction phases. All of these projects are being financed internally by WM. The decades of experience in LFGTE projects, dedicated staff and financial backing of a corporate parent who is committed to renewable energy, allows us to execute LFGTE projects faster and with greater success than



anyone else in the industry. The majority of our projects utilize the Cat 3516 & 3520 engines. By the end of this year, we will own over 150 Caterpillar engines, all under the operations and management control of WMRE.

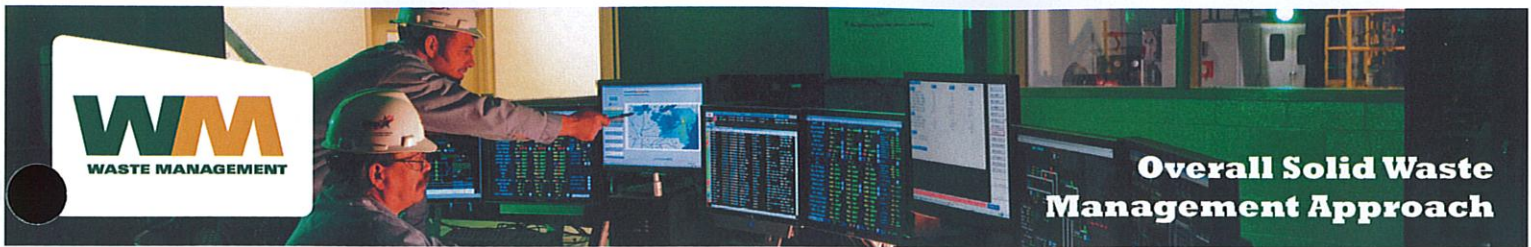
WM is in the unique position of sharing perspectives from all aspects of participation in a LFGTE project. As a landfill owner, we are familiar with the environmental, community and regulatory issues of operating a disposal facility. As LFGTE owner and seller of landfill gas, we understand the proper placement of priorities when balancing air and gas compliance with fuel production and quality. We recognize the need to accommodate variable fuel quality and still maintain a high performance standard. As a financier of projects, we deal with the risks associated with energy markets, equipment performance and fuel availability. The program we have developed and the technology and equipment we select are aimed at minimizing risk and adding benefit to all parties involved in a project. We believe that our broad perspective as both seller and user of LFG will be invaluable when developing, building and operating a LFGTE project for the City of Greensboro Landfill.

2.1.2 Waste Management Recycle America

WM has operated recycling facilities since the early 1970's. WM Recycle America, L.L.C. (WMRA) was formed in 2003 as a combination of WM operations, those of the Peltz Group of Milwaukee, WI and Canada and Recycle America Alliance (RAA), a former partnership. Combined operating experience of the firms extends over 50 years, with a strong emphasis on marketing and mill relationships. WM's distinct mission has been to provide recycling processing capacity and increased diversion opportunities for customers, while continuing to grow its worldwide marketing capabilities. WM is recognized as the most advanced direct shipper of single-stream (SS) recycling.

Single-stream recycling is an option that simplifies the whole recycling process from the residential standpoint. After all, the more economical and easier the recycling program, the better the participation. WM was the first major waste services company in North America to offer paper and metal recycling to private homes. Today, through WMRA, we recycle more residential waste than any company in the industry, and our list of acceptable recyclables continues to expand. We have pioneered SS recycling programs and new ways to make recycling easier and more effective. In 2001, WM became the first major solid waste company to focus on residential single-stream recycling, which allows customers to mix recyclable paper, glass, plastic, aluminum and steel cans in one bin. Residential SS programs have greatly increased the recycling rates, recovering as much as three times the amount of recyclable materials. The SS process is accomplished through a combination of mechanical screening and manual sorting techniques where non-recyclable contaminants are removed and the remaining materials are sorted and prepared for shipment to various domestic and export end user markets. The processing equipment is comprised of





baler(s), numerous conveyors, a V-Screen (fiber and container separator), two sorting mezzanines, a magnetic ferrous separator, a non-ferrous eddy current separator and various rolling stock units (forklifts and loaders).

Community Supporter

WM and WMRA have provided long-standing support of community recycling. We have also been working with area schools, planning and executing eCycling events, supporting environmental volunteer groups and other deserving local charities and civic organizations. WMRA participates on a national scale in numerous "Earth Day" and "America Recycles Day" events, national government association events and with organizations such as the National Wildlife Foundation, National Recycling Congress and Keep America Beautiful.

Committed to Recycling Education

WMRA is heavily engaged in recycling education through our community tours at our facilities. In addition, on a national level, WM has several on-going recycling education programs. Waste Management's "Don't Waste It" exhibit opened at Disney's Epcot Center in 2008 in the **INNOVENTIONS**



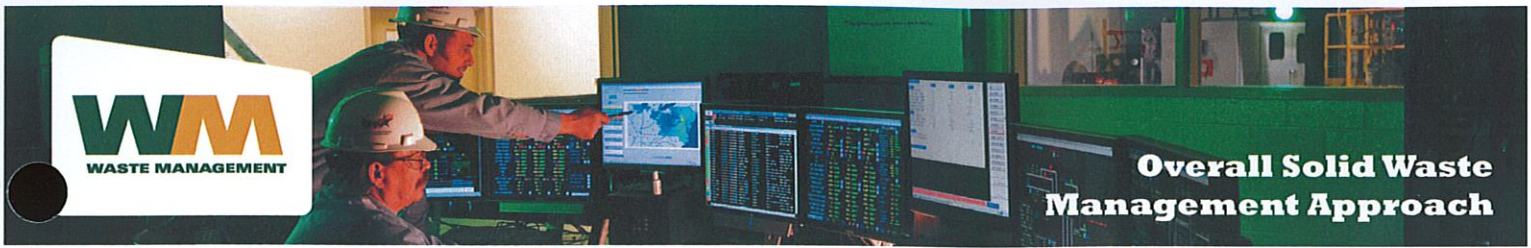
pavilion, providing visitors with hands-on experiences about what happens to garbage and how it might be reduced. In addition, WM has launched the www.thinkgreen.com website, which invites visitors to "...Reverse the Way You Think About Waste". Another, of many examples, is the recent partnership with Curbside Value Partnership/Keep America Beautiful (CVP/KAB), which provides resources to cities wishing to have participation and household recycling rates increase as part of their collection programs. Finally, WM has launched Greenopolis, the on-line best practice digital community, which matches user actions to community resources and metrics of environmental improvement.

Proven, Established Management Systems

WMRA offers an option for processing recyclables and would be interested in pursuing future opportunities to process for the City of Greensboro. This option could be to transfer material to our Raleigh MRF or if market volumes and conditions were warranted, we would look at locating a facility in the Greensboro/Winston Salem area. Please consider WMRA for your future recyclables processing needs.

Financial Information

As WMRA's financials are consolidated into those of WM, the combined publicly reported record reflects a company with a sound, on-going operating record. Our 20+ million customers and over \$13 billion in annual revenues, coupled with our record of robust, consistent financial performance, provides the county the strongest available resource base in the recycling industry.



This proposal offers an option to City of Greensboro for the processing of SS recyclables in the City of Greensboro.

WMRA Safety Team is Recognized as the Industry Leader

In a recent independent study conducted by Moore Associates, WMRA was rated as the safest MRF operator in the country. WMRA's safety team employs a staff of experienced safety professionals that give support and direction in training, environmental compliance and OSHA equipment specifications. The Safety Team also supports all local operating facilities through mitigating any regulatory issues.

Proven, Established Management Systems

WMRA has extensive, proven systems and support programs available to each operating unit. Among these programs are the innovative Compass Maintenance system, which has had marked impact by increasing machine uptime; the Fastlane scale system, which allows easy and accurate reporting of program and non-program tons; ReTI, which has automated our recycling rebate structure and fully integrates to the General Ledger; and RAADAR, our recycling reporting tool.

Maintenance

The internal maintenance team is organized under the facility manager, with professional oversight on the market area level. The team approaches maintenance on a preventative basis by utilizing the very effective Compass program. Uptime averages usually are above 90 percent and higher. Through the audit process, team members review and disseminate best management practices and provide project management during major maintenance events. They routinely provide engineering support for plant design, processing improvements and selection of appropriate recycling equipment.

Business Partner (BP) WMRA has ample expertise in the accounting function that supports local operations. The BP role provides fundamental business decisions and accounting guidance on a timely basis. This team provides accurate and timely reports and analysis.

Back-Up Plan

WMRA is very well versed at operating under adverse conditions, including natural disasters and other severe, unplanned disruptions. In addition, WMRA has been called in to assist municipalities who have suffered service disruptions. We have developed several back-up alternatives in case of unforeseen difficulties, including the ability to provide a large inventory of storage and shipping containers locally and to implement alternative processing options on a regional basis through alternative company-owned baling facilities in North Carolina and temporary equipment and personnel to assist in these efforts.

Single Stream Process

The following description represents the process of our SS facility in Raleigh, NC. The Raleigh MRF is available for tours and may assist in the decision-making process for this RFP. The City of Greensboro facility would be similar to the Raleigh facility but would incorporate newer SS technology.

Description of MRF Single Stream Process and Equipment

The SS processing is accomplished via an elevated sort system rated at 15 tons per hour. The system utilizes a metering in feed conveyor and is carried up an inclined feed conveyor and is transferred to an elevated sort conveyor. The elevated sort conveyor passes over two bunkers where the cardboard and trash are manually removed and separated into the two bunkers.

The material then passes over a star screen system, which is a fiber and container separator that bounces the fiber up the screen. During this process, the fiber and newspaper is separated from the other materials.

The containers, steel, aluminum, glass and plastic, proceed on the container line to another presort station manned by recycling center employees and up to a trommel-screening machine. The trommel breaks the glass, which falls through to a bunker, while the steel is removed from the



process by a magnet, which flips the steel containers to a chute and container. The remaining containers are plastics and aluminum, which go to an air classification system and continue to an eddy current that automatically separates out the aluminum cans. The eddy current has opposing magnetic fields that propel the aluminum cans out to a bunker, while all plastics cross over a perforator, which punches holes into the containers to flatten them. The cans then drop onto a conveyor to an open top and are to be sorted. The plastics are captured and then transferred to the plastics sorting station where

recycling center employees separate the water and soda bottles (#1 PET) from the milk jugs and detergent bottles (#2 HDPE) and process them accordingly. The glass is captured and transported to a glass processing facility where it is efficiently color separated by using optical sorting technology into clear, amber and green. Each color is crushed and stored in bunkers until it is taken to market.

The newspaper is then transported by conveyor to another elevated manual quality control sorting station above two bunkers where any mixed paper is sorted out into one bunker and any plastic and aluminum are sorted into the other. The newspaper is then conveyed to a baler where it is baled into 1650-pound bales.

Description of Cardboard Process and Equipment

Once the cardboard has been pulled from the SS process, the cardboard is stored in a bunker until it can be processed for baling. The cardboard is pushed by a front-end loader into a pit with a metered conveyor with a capacity of 18 tons per hour. An incline conveyor then moves



the material to an elevated sort station. There are two sort platforms at the sorting station where four sorters perform manual sorting of contaminants. The cardboard then is fed directly into a Bollegraaff baler, which makes bales that weigh approximately 2200 pounds.

Safety and Environmental Plan

WMRA is committed to running its facilities in strict compliance with all applicable regulations and permits. WMRA has established strict environmental, health and safety management systems. The Compliance Management System tracks all regulatory and permit-related requirements. The system provides detailed schedules to ensure that all requirements have been met. WMRA observes a strict and steadfast commitment to environmental compliance and the swift reporting and management of any and all non-compliance incidents. WMRA's corporate staff also conduct comprehensive environmental audits at all its facilities on a regular basis. WMRA maintains a vigilant culture of environmental compliance and employee safety.

Commitment to Health and Safety

WMRA is committed to providing a safe and healthy workplace for all employees, contractors and visitors that come to our facilities. Safety is a core value throughout the WMRA organization and is practiced each and every day at all facilities. WMRA has a very comprehensive safety, health and environmental program, of which we are very proud.

Materials Processed

WMRA has demonstrated many years of obtaining commitments from the best available material markets in the North Carolina region. Additionally, WMRA has established a deep portfolio of marketing options throughout the world.

End Markets

Paper	Paper	Glass	Plastic	Metal
Smurfit Stone	Weyerhaeuser	CRA	Wellman	Alcoa
Abitibi	Georgia Pacific	Owens Illinois	KW Plastics	Anheuser Busch
Mountain Fiber	Blue Heron Paper	Enviroplastic	Boise Cascade	Novelis
US Green Fiber	International Paper	Corning	Envision	AMG
US Gypsum	Caraustar	St Gobain	Southeast Container	David J. Joseph
Inland Empire	Southeast Paper	Gallo	Mohawk	
Kimberly Clark	Rock-Tenn		Envision	
American Chun Nam	Republic Paperboard		Mastermark	



Materials Accepted at the Single Stream MRF

Containers and Non-Fiber Material	Fibers
Aluminum Foil & Pie Tins	Colored Ledger Paper
Aluminum Food & Beverage Containers	Computer Paper
Glass Food & Beverage Containers	Corrugated Cardboard
Plastic Containers #1-7, containers with a neck	Kraft Paper
Tin-Coated Steel Food & Beverage Containers	Magazines/Catalogs
Mixed Rigid Plastics – ie Bulk grade plastics	Mixed Office Paper
	Mixed Residential Paper
	Newspaper
	Paperboard/Chip Board/SBS board
	Phone Books
	White Ledger Paper
	Aseptic Drink Boxes
	Gable Top Containers

Materials Not Accepted at the Single Stream MRF

Containers and Non-Fiber Material	Fibers
Plastic Six Pack Rings	Wax Coated OCC
Plastic Bags	
Bottles containing oil or large amounts of residue	
Tires and Batteries	
Yard Waste or Wood	

2.1.3 Municipal Solid Waste Landfill Gas-to-Energy

Landfill gas flow data provided by the City of Greensboro indicates that there is sufficient landfill gas to construct and operate a landfill-gas-to-energy (LFGTE) Facility. It is understood by Waste Management that the rights to this unused landfill gas have been given to a 3rd Party by the City of Greensboro. Provided that an agreement could be made to use this extra landfill gas and that the landfill gas is of sufficient quality, WM can construct and operate a LFGTE facility at the White Street Landfill. The size of the facility will be dependent upon the verified quantity of landfill gas that is available.



This facility could be located onsite or located adjacent to the White Street Landfill on one of the adjacent, undeveloped tracts of land provided an agreement can be made with the property owner concerning property purchase. The proposed LFGTE facility would utilize internal combustion engines to generate electricity from the landfill gas, which will be sold by WM. All costs associated with planning, design, permitting, construction, operation and maintenance of the LFGTE facility will be incurred by WM. These costs will all vary according to the amount of landfill gas that is available. Revenue generated from this facility, and any applicable Federal Tax Credits obtained as a result of this facility, would be the property of Waste Management. In return, WM would compensate the 3rd Party or the City of Greensboro for the landfill gas utilized for power generation.

The facility may be expanded in size as the life of the landfill progresses, which would also be dependent upon the length of the contract with the City of Greensboro and the quantity of degradable waste that is placed into the landfill.

Capital investment to construct the facility and all infrastructure necessary to operate it will be paid by WM. At the end of the contract, whatever the duration, all infrastructure installed by WM for the purposes of LFGTE may be retained and removed from the White Street Landfill, if the facility is constructed on City Property.

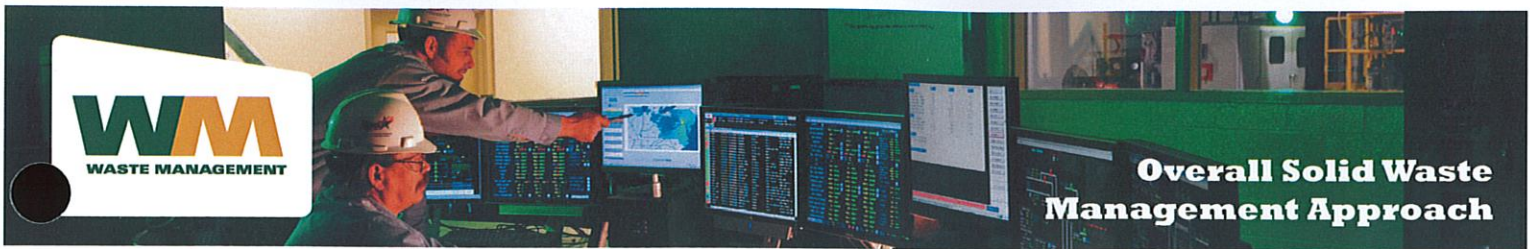


2.1.4 Wheelabrator

Wheelabrator, as a subsidiary of Waste Management, has a distinct advantage over other WTE operators by the fact that our team has the ability to deliver on all aspects of the services required to maximize the value of this project for the City of Greensboro's benefit. Our project team is backed by the experience and security of the largest solid waste management company in North America.

Wheelabrator has the technical and financial capability to deliver on all of the modifications and enhancements that we will detail throughout this proposal. Wheelabrator provides Greensboro with a partner that not only has industry expertise, but more importantly, creativity in project restructuring and system improvements. The stakeholders we meet with during our due diligence processes commented that Wheelabrator is the only company to approach them with creative ideas and the willingness to pursue opportunities to create improved system value.

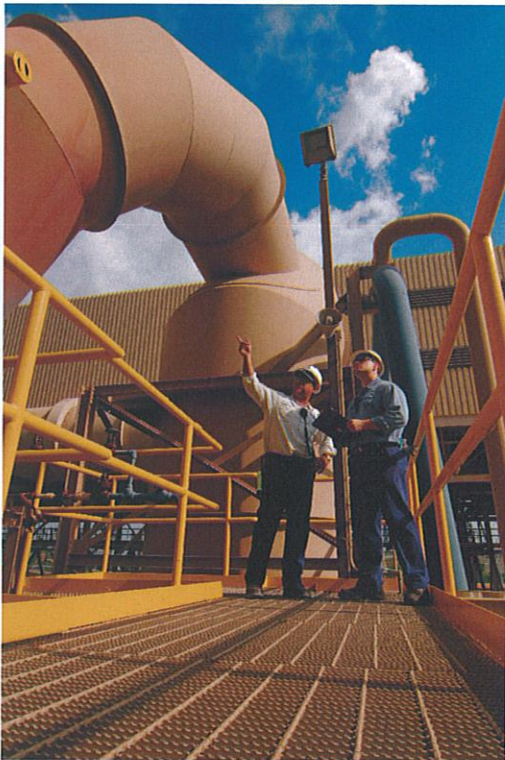
Wheelabrator operations philosophy requires operational excellence in all that we do, from the training of our staff to the maintenance practices and improvements we employ. Our WM/ Wheelabrator team has the expertise and resources necessary to provide an integrated and environmentally sound solution to solid waste challenges.



Wheelabrator has direct experience in the assumption of an existing operating contract and transition of the facility and workforce to new operations under our control. In 2003, Wheelabrator assumed the operations and maintenance contract of the Wheelabrator Hudson Falls WTE facility Westchester County, New York from Foster Wheeler Company. We understand and are sensitive to the personnel, regulatory, customer and community relationships that must be managed prior to and following the takeover of a project.

Wheelabrator Community Relations

Wheelabrator's approach to community relations is one of a true public/private partnership, where the company becomes a leading corporate citizen and good neighbor that strives to make its host community a better place. Wheelabrator has a comprehensive and well-funded community relations program at all of our facilities where we contribute to our host communities' civic, educational, environmental and charitable well-being. As a matter of principle, Wheelabrator actively supports the communities in which its employees work, live and serve.

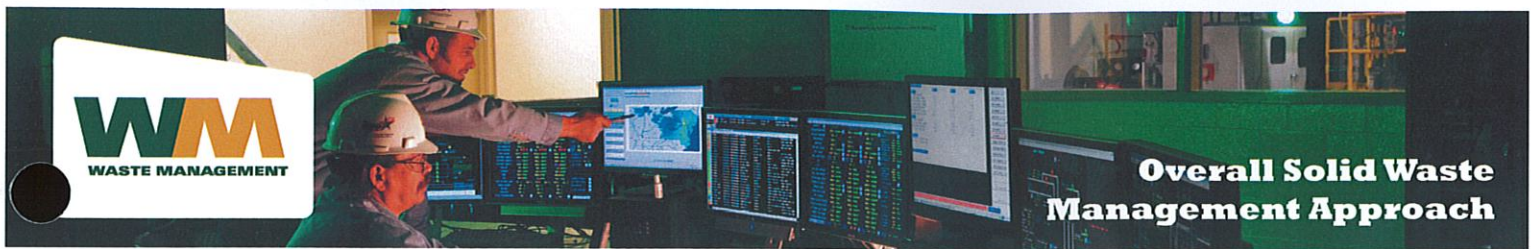


Wheelabrator works diligently to completely integrate our facilities into the host communities. Our host communities enjoy a range of benefits that are a hallmark of our relationship as a corporate citizen. We are not only a good corporate neighbor, but our employees are also members of the communities served by the facility. Wheelabrator is proud to show all of our facilities to public and private guests, and each year we sponsor approximately 500 tours across our facilities.

Wheelabrator has always taken great steps to educate all visitors at any of our facilities. Our employees are proud to explain our WTE technology to those who wish to learn more about it.

All Wheelabrator facilities have designated tour routes and provide handout materials. Visitors to our facilities are always welcome during normal business hours. Tours are designed to showcase plant operations. Most tours last approximately 30-45 minutes, depending on the size of the group. Large groups may be split into smaller ones to make the tour more informative and to allow easier movements around the facility. Clearly any tours will be first approved by the city.

Normal tours of Wheelabrator facilities consist of a brief overview of the WTE process. A member of the plant management team typically provides the overview. Following the overview, questions are answered and visitors are then led along an established route that normally entails (1) a view from the crane deck to observe the tipping and feeding process, (2) a view at the rear of the boiler to view the fire inside the unit and (3) a visit to, and a discussion of, the facility control room. Typically, tours by high-ranking officials would be conducted by the appropriate regional and corporate representatives as required by the City of Greensboro.



There are many dimensions to Wheelabrator's Community Relations Programs and Public Education Programs. Some of the most significant are:

Public Education Programs

Wheelabrator will sponsor ongoing public awareness programs that include production and distribution of written and multi-media information that describes the project and its benefits. The Greensboro facility would be included in our company website. Wheelabrator will publish a quarterly newsletter on plant activities, along with any pertinent press releases and will maintain information for distribution on household guides to waste management as well as be available for presentations to local groups.

Public Interaction

Wheelabrator will continue and coordinate any involvement that is ongoing with any Greensboro or local advisory committees that may be in place now within the county.

Educational Community Support

Wheelabrator has historically been very active in working with local schools near its facilities to educate students on proper waste disposal, recycling and related environmental issues. Some of the more significant initiatives have included: "Lifetime Learning Program: No Time to Waste," targeted for students in grades 4-6; "Recycling: It's 2 Easy," and "Partners in Excellence," an education/ business collaborative. Wheelabrator adopts local schools and forms school/business partnerships to support local events. Wheelabrator has supported local education foundations and/or other organizations that work for the betterment of the education community.



Environmental Community

Wheelabrator has been an ongoing member and strong supporter of the Nature Conservatory and the National Audubon Society. Wheelabrator also supports local Audubon programs and local environmental organizations specific to its host communities.

Charitable Community

Wheelabrator supports local charitable organizations within the host community that are important to the local citizenry—for example, the American Red Cross, the United Way, local literacy centers, homeless centers and children's charitable organizations.

Civic Communities

Wheelabrator facility staff support the civic community by being active members of their local Chamber of Commerce, Rotary Clubs, Lions Clubs and other philanthropic organizations specific to its host communities. We also work closely with the local police and fire departments to support their initiatives in the community.



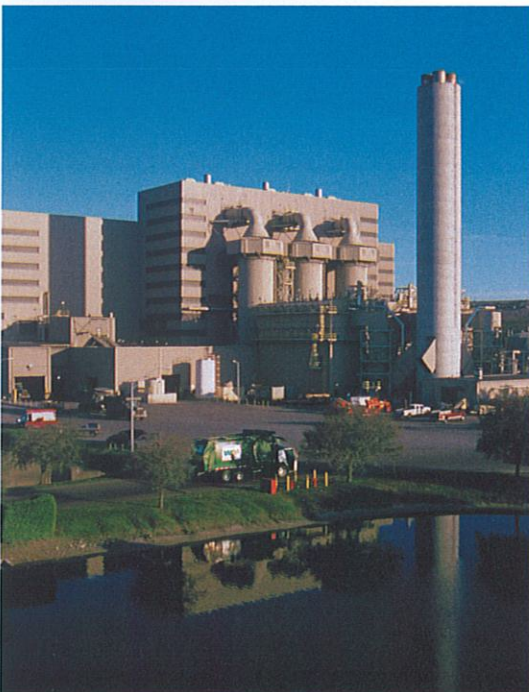
Wheelabrator fully expects that many of these programs will be part of the comprehensive community relations and public education program undertaken by Wheelabrator in the greater Greensboro area. Such programs form the basis for a strong public/private partnership in the communities served by the plants.

Safety and Environmental Plan

Wheelabrator's WTE compliance history is exemplary, and its environmental, health and safety management systems ensure continued compliance.

Wheelabrator is committed to running its facilities in strict compliance with all applicable regulations and permits. Wheelabrator has established strict environmental, health and safety management systems. The Compliance Management System tracks all regulatory and permit-related requirements. The system provides detailed schedules to ensure that all requirements have been met.

Wheelabrator observes a strict and steadfast commitment to environmental compliance and the swift reporting and management of any and all non-compliance incidents. Wheelabrator's corporate staff also conducts comprehensive environmental audits at all its facilities on a regular basis. Wheelabrator maintains a vigilant culture of environmental compliance and employee safety.

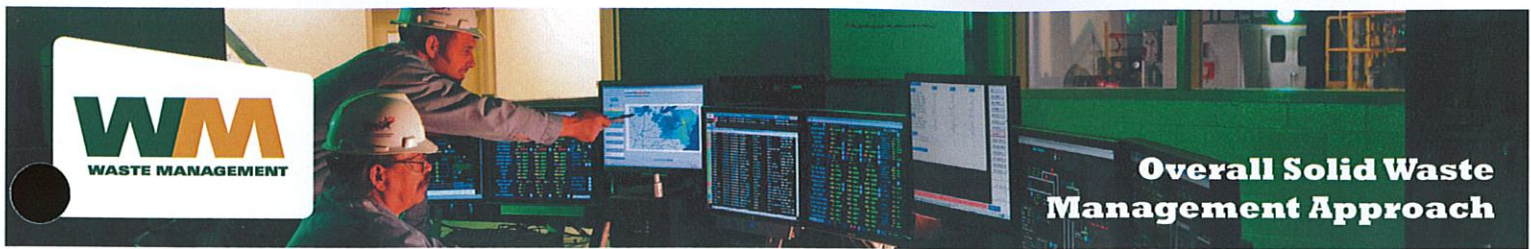


Over the past five years, Wheelabrator has worked diligently to continually improve its safety culture. All of Wheelabrator's EFW facilities have achieved OSHA's VPP Star certification. This designation is the agency's highest level of certification and has only been attained by about 2000 worksites out of seven million regulated locations in the United States. Wheelabrator will take the necessary steps to ensure that the facility we build and operate for the county will achieve this highest possible workplace safety recognition.

Furthermore, Wheelabrator's Medical Surveillance Program goes far beyond United States OSHA requirements in ensuring employee health and safety. The program includes regular blood tests to detect lead and cadmium levels, routine auditory tests for hearing impairment and comprehensive physical examinations. We intend to implement an equally excellent Medical Surveillance Program at the City of Greensboro facility.

Commitment to Health and Safety

Wheelabrator is committed to providing a safe and healthy workplace for all employees, contractors and visitors that come to our facilities. Safety is a core value throughout the Wheelabrator organization and is practiced each and every day at all facilities. Wheelabrator has a very comprehensive safety, health and environmental program, of which we are very proud.



OSHA Voluntary Protection Programs (VPP) Star Sites

Wheelabrator owns and/or operates 16 EFW facilities and five independent power production facilities nationwide. All of Wheelabrator's 21 facilities are certified by OSHA as VPP Star worksites.

As of December 31, 2008, Federal and State OSHA have certified only 2,161 worksites at the VPP Star level – out of the more than seven million sites they regulate. Wheelabrator is proud to have partnered with Federal and State OSHA to ensure that the safety and health programs being implemented at each facility exceed the regulatory requirements. VPP Star worksites have injury rates for lost time or restricted duty cases that are 50 percent below the national average for the same industrial classification.

Wheelabrator's 21 VPP Star worksites have proven safety and health management systems in place to prevent employees, contractors and visitors from being injured. This investment in safety excellence has coincidentally produced other benefits, such as increased employee engagement, improved operational performance and lower insurance premiums.

Wheelabrator is a VPP company and plans to implement this very successful, employee-driven, safety and health program at all future plants in the United States. We will nevertheless partner with OSHA to install the finest employee Safety and Health Program possible at the City of Greensboro facility. In the interest of uniformity and inclusion we may also elect to adopt as many key elements of the VPP program as possible at the City of Greensboro WTE facility.

Health and Safety Plan

Wheelabrator has Corporate Compliance Programs for safety and health, which each facility is required to implement to ensure compliance with applicable provincial and federal regulations. These safety and health programs are customized at our existing facilities based on the state in which the facility operates and North Carolina-specific programs will be developed with the assistance of our existing solid waste operations in North Carolina.

In addition to the compliance programs detailed in the IPP Manual, Wheelabrator rolled out and implemented a Safety Rules Book in 2004 that clearly communicates individual employee responsibilities for working safely at all Wheelabrator facilities (copies of the IPP Manual and Safety Rules Book can be made available upon request). Wheelabrator's total focus on safety, along with the plant-specific compliance programs, has enabled the company to exceed the safety and health regulatory requirements. Wheelabrator's Corporate Compliance Programs, as described in the IPP Manual and the Safety Rules Book, are woven into each plant's culture and operational framework. These resources, used throughout the company, comprise Wheelabrator's Safety Plan.

'Safety on Purpose' Plan

In 2007, in the interest of continuous improvement and taking our safety and health programs to the next level of excellence, Wheelabrator created "SAFETY ON PURPOSE"; a novel program designed to directly engage all of our employees and front-line supervisors in a participatory role in our safety and health programs, thereby strengthening the very foundation of the programs. The key to "SAFETY ON PURPOSE" is the expectation that every day, each and every employee must make a positive contribution toward making the workplace safer.



Their individual contribution can be as simple as coiling up an extension cord, intervening to warn a coworker or a contractor who is performing an unsafe act or isn't wearing the appropriate PPE, or as complex as reviewing and improving an existing Job Hazard Analysis or Safe Job Procedure. The important thing is that each employee makes a positive contribution every day. The employees document their actions in a small, pocket-sized notebook that they carry with them, and at some time during their shift they share their suggestion or action with their supervisor and the rest of the team. Each supervisor then lists the contributions from their team on an electronic white board, from which the positive contributions are then shared with the other shifts and the facility management team.



After just one year the results of the "SAFETY ON PURPOSE" program have been apparent. The program has proven to be very effective in increasing employee engagement and in reducing injuries to levels that previously seemed unachievable. Thanks to "SAFETY ON PURPOSE," in 2008, Wheelabrator experienced the safest year in company history. The program has since been linked with a very innovative safety incentive system.



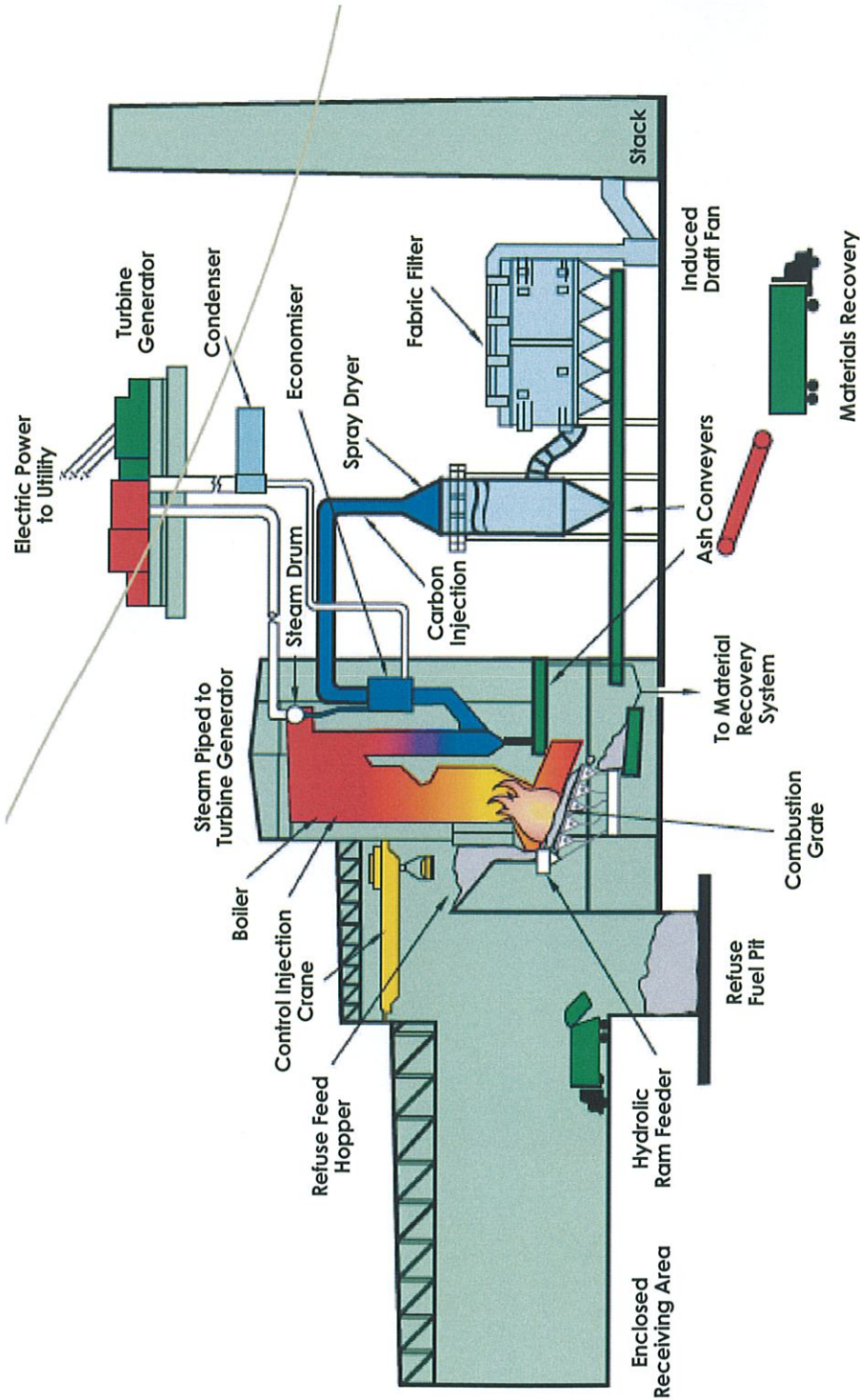
Environmental Management and Compliance

Wheelabrator is an Energy-from-Waste (EFW) industry leader in environmental compliance with a 34-year record of environmental excellence unmatched by any other EFW company in the world. Wheelabrator has achieved this environmental success by integrating a comprehensive environmental management system into all facets of its operations.

Wheelabrator operates existing facilities under a comprehensive Environmental Management Systems (EMS). Wheelabrator's EMS is not ISO 14001 registered at this time, but it has all the elements of an ISO 14001 EMS. Wheelabrator utilizes this comprehensive EMS to ensure compliance with all applicable environmental laws, regulations and permit conditions. Our EMS provides the foundation for Environmental Excellence in our operations. Wheelabrator's EMS allows environmental managers to identify all tasks necessary for compliance, assign tasks to appropriate personnel and confirm task completion. Wheelabrator's audit systems utilize both internal personnel and outside consultants to provide independent verification of compliance with environmental requirements. Using an environmental scorecard, our senior-level management team is able to review our objectives, targets and metrics for all our plants on a weekly basis. Through this process, Wheelabrator achieves compliance excellence by continually reducing environmental impacts and increasing the operating efficiency of all its plants.

See schematic below.

Waste-to-Energy process





Performance of the Facility and Wheelabrator's History

Wheelabrator has set waste-to-energy industry standards in design, construction, operation and maintenance for over three decades. Our track record of success began in 1975 when Wheelabrator built the first commercially successful waste-to-energy plant in the United States. Today, that 1,500 ton-per-day facility, located in Saugus, Massachusetts, just north of Boston, continues to operate with annual availabilities exceeding 90 percent and has received combustion and air emissions control system upgrades that have proven to optimize operational efficiency and meet increasingly stringent environmental protection standards. Wheelabrator currently uses the most technologically advanced refuse combustion, energy conversion and air emissions control systems in the United States

Wheelabrator Waste-to-Energy Boiler Statistics

39 Boilers at 16 Facilities

100 TPD to 750 TPD @ 5000 BTU/Pound

Steam Pressure: 600 psi to 1300 psi

Steam Temperature: 700 to 930 Degrees Fahrenheit

Assets Maintained by Wheelabrator

21 Power Plants (WTE and IPP)

44 Boilers

26 Turbines

Auxillary Equipment/Systems/Mobile Equipment

Since that first facility began operation, Wheelabrator has developed and built 14 additional WTE facilities and acquired one facility from a competitor. Today, these facilities collectively process nearly seven million tons per year of solid waste and generate approximately four million MWH per year of electricity. They have converted more than 150 million tons of municipal solid waste into over 78 billion kilowatt-hours of clean energy.

In addition, Wheelabrator's five independent power plants have the generating capacity to produce 227 megawatts of clean energy using a variety of waste fuels including wood waste, waste tires, landfill gas and waste coal.

Wheelabrator has been involved in the cogeneration business for many years. Our Baltimore, Maryland facility has been in operation since 1985, managing 2,250 tons-per-day of the region's solid waste and supplying steam for heating, cooling and hot water to Baltimore's district heating loop. At the same time, the facility generates up to 60 megawatts of electricity for sale into the PJM (Pennsylvania, New Jersey, Maryland) interconnect network. In Norwalk, California and Frackville, Pennsylvania our independent power production facilities supply state institutions with steam to meet their heating and cooling requirements while generating electricity for sale.



Most importantly, Wheelabrator has combined all of its operating achievements with an ongoing commitment to the health and safety of its employees and its partner communities. All Wheelabrator facilities have achieved OSHA Voluntary Protection Program Star Status, a program that recognizes a facility's commitment and achievement of going beyond mere compliance. Our facilities comply with applicable local, state and federal environmental regulations and we have a comprehensive employee safety program that is dedicated to ensuring its employees leave work in the same condition as they arrived – every day.

Wheelabrator also is dedicated to technical excellence through research and development, and world-class operator training programs.

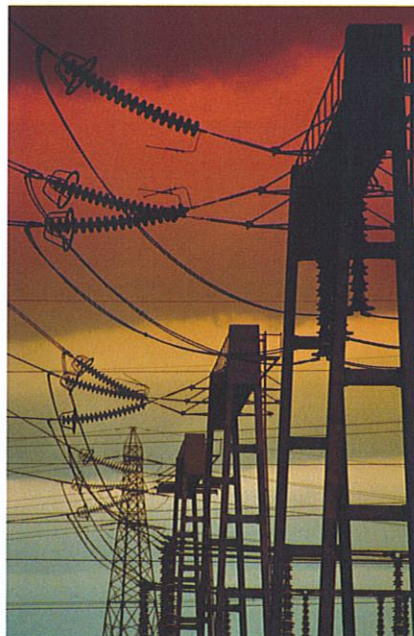
Among the hallmarks of Wheelabrator's world-class operations is our ability to do more with our existing facilities as each year passes:

- We are able to generate more electricity than initial designs predicted;
- We have increased boiler availabilities and decreased the length of scheduled outages for routine maintenance; and,
- We have increased boiler availability without compromising reliability or the safety of our employees.

We have made all of these accomplishments while satisfying our contractual commitments, complying with regulatory requirements and permit conditions and without risk to employee safety or the environment.

It is not by chance that Wheelabrator's 16 waste-to-energy facilities have an average availability of 93 percent, setting the industry standard. We are committed to operational excellence, a maintenance program based on years of determining not only what works but what works best, and a workforce that has management's trust and is challenged to improve operational standards on a daily basis. Our commitment to excellence forms the core of our best-in class corporate culture.

Wheelabrator's 1,050 employees have an average length of service of 18 years. Our job rotation philosophy enables all employees to switch between different plants and divisions of the company, which promotes the exchange of knowledge between the company's facilities and fosters continuous improvement throughout the company. A good example of the approach Wheelabrator uses to retain employees and keep them at the peak of their performance can be found in our "Breakthrough Performance Leadership" (BPL) program.



The goal of BPL is to engage employees by providing them with a plan and model that keeps the company in the forefront as a "best place to work." The program helps employees manage their quality of life, creates an environment in which employees are well organized and recognized for achievements, ensures the company is staffed with qualified employees and creates an atmosphere in which employees have pride in their work.



Interruption Days

Interruption Days will be minimized through proper task identification and scheduling. All modifications will be conducted in an effort to prevent any interruption. Some of the opportunities incorporated into our modification plans are to:

- Pre-build as much work as possible in a modular fashion prior to shutdown
- Plan the work thoroughly with appropriate manpower expectations such that the work flows according to plan
- Utilization of EFW industry expert contractors whom have proven experience working at our sites and have demonstrated an ownership commitment of the work they have completed

Boiler Availability

Our proposed material improvements will immediately improve boiler reliability and ultimately result in a Life Extension of the facility. These improvements will include replacements of most major sections of the boiler pressure components and include material composition changes utilizing wear and corrosion resistant alloys and the use of protective refractory and claddings where appropriate. We are confident that with these modifications, which will take place over the first three years of operation, will enable the plant to achieve and maintain boiler availability levels anticipated within in our proposal and previously unprecedented at the facility.

Turbine Performance

We will conduct a performance assessment of the existing turbines and subsystems during the first year of Wheelabrator operation to determine their integrity and if there are optimization opportunities available to increase the performance of the turbines. During the first three years of operation we will execute overhauls of both turbine and generator units.

Utility Consumption

Wheelabrator operates all of our facilities with regards to minimizing utility consumption. We have continuous reporting and monitoring of these parameters and respond quickly when they deviate from expected values.

2.1.5 S4 Technology

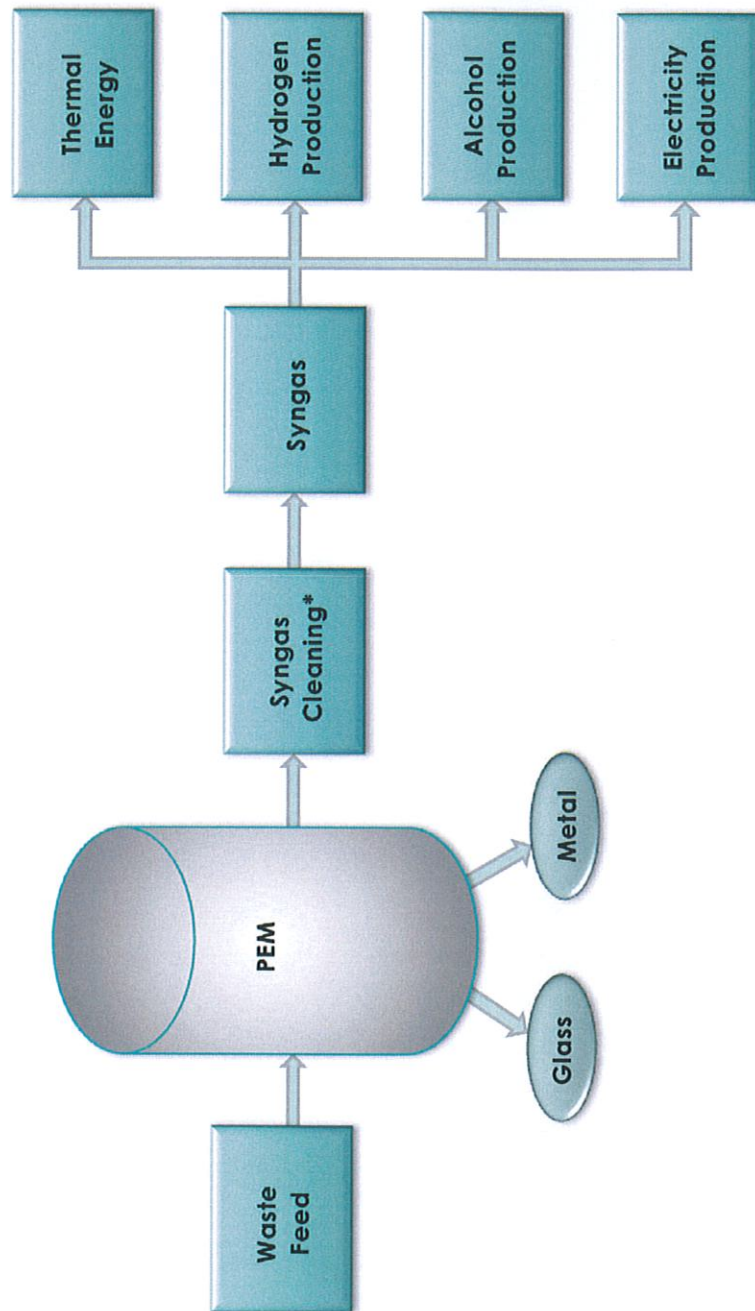
The goal of S4 technology is to provide fully integrated solutions of advanced waste based conversion to clean energy and/or fuels. The S4 process is plasma gasification, by which carbonaceous materials are converted into synthesis gas (syngas) in an oxygen deprived environment by exposing materials to temperatures between 500°C to 1500°C. Plasma gasification converts materials by exposing the material to extreme temperatures, between 3000°C and 14000°C. At these temperatures the materials break down to their elemental form, creating an ultra clean syngas composed primarily of Hydrogen (H₂) and Carbon Monoxide (CO). The syngas can then be converted into a wide variety of energy products. S4 can provide disposal solutions for a wide variety of waste streams for the City of Greensboro. S4 technology can provide the City with flexible energy options. S4's facilities can be designed with a closed loop process that can address both waste and energy needs for our customers.

WM is also working in a joint venture with InEnTec, a company founded in 1995 and located in Richland, WA, which has the exclusive license for Plasma Enhanced Melter™ (PEM™) technology. InEnTec has over 40 patents on PEM™ related technology. The PEM™ technology builds on 15 year, \$300 million dollar DOE-sponsored research conducted at Battelle (largest not-for-profit R&D company in the US), the Pacific Northwest National Laboratory and the Massachusetts Institute of



Technology. PEM™ is proven technology as there are already seven (7) commercial PEM™ systems installed. InEnTec also has joint marketing agreements with Kawasaki Heavy Industries and Hitachi of Japan.

Mass Balance Example (Varies with Waste Composition)





2.1.6 Alternative Fuel Fleet

In 2009, Waste Management announced that they would begin using a fleet of compressed natural gas collection vehicles in specific service areas. WM is committed to helping our region take the bold steps necessary to improve local air quality. We are dramatically reducing our use of CO₂ emitting fuels with this substantial upgrade in equipment, thus we are investing in cleaner air.

Seattle

Waste Management has provided premier collection services to Seattle residential and commercial customers more than 20 years. As part of this community, we deeply value and strive to protect the Puget Sound's pristine natural environment. We are proud to transition our Seattle fleet to compressed natural gas (CNG) alternative fuel vehicles; our fleet upgrade will significantly reduce emissions associated with providing solid waste collection and reduce our use of diesel fuel by 1.2 million gallons each year.

In order to service our 93,000 customers in the City of Seattle, we maintain a fleet of 106 collection vehicles. Our new fleet of collection vehicles is equipped with heavy-duty CNG engines that are six times cleaner than 2007 diesel engines and significantly cleaner than older model-year diesel engines. These extremely-low emission engines already meet the U.S. EPA's 2010 stringent new engine emission standards for NO_x and produce nearly zero grams of particulate emissions. Given these calculations, WM will reduce smog-causing NO_x by 97 percent, particulate matter by 94 percent and greenhouse gas by at least 20 percent over current levels. Switching to advanced CNG vehicle operations will therefore provide significant environmental, public health and community benefits to the residents of Seattle. Natural gas vehicles will help improve the health of local residents and regional air quality. The collection trucks will also reduce noise pollution, thereby improving community life. On a global level, this CNG fleet conversion will reduce Seattle's annual greenhouse gas output by 3,015 metric tons per year.

The City of Greensboro may enjoy similar success and installation of compressed natural gas collection vehicles upon the selection of Waste Management for services outlined in this RFP.

2.1.7 Environmental Assessment

Waste Management has the capability to conduct a detailed environmental assessment and impact analysis of the various possible scenarios that the city may elect to pursue as it relates to the management of its solid waste. We are honored to have this opportunity to show how WM is uniquely qualified to provide superior waste management service to improve the lives of the citizens of Greensboro while protecting the environment and providing the most cost effective services.

We have worked with First Environment, Inc. previously on many occasions to conduct Environmental Impact Analyses (EIA) on our behalf to quantify the impacts related to the company's proposed solid waste management plans such as in the City of Greensboro.



2.1.8 Disposal

2.1.8.1 Piedmont Landfill

Waste Management is uniquely qualified to comply with the City of Greensboro's intent to satisfy design, finance and permit responsibilities according to the final permitting and operations utilizing the beneficial long-term solid waste management infrastructure attributable to the use of existing local solid waste landfill facilities.

Two facilities are provided as potential opportunities should the City of Greensboro select Waste Management as the source of services reflected in this RFP. These options include:

Piedmont Municipal Solid Waste Landfill: Permitting

Piedmont Municipal Solid Waste Landfill was originally permitted upon 106.5 acres in northeastern Forsyth County in 1990. This facility was the initial regional landfill within North Carolina as more stringent environmental protection systems were required during the permitting, construction and operations of landfill facilities. During the 1990 to 2004 time period resulting from more protective permitting procedures and operational practices at all municipal solid waste landfills North Carolina disposal capacity decreased from 130 landfill facilities to the present 40 landfill facilities serving North Carolina.

The Piedmont Landfill was developed to final permitted elevation in 2004 and presently is managed according to permitted post-closure operational requirements.

In 2003, Waste Management and Guilford County explored the feasibility of re-permitting the Piedmont landfill upon land immediate adjacent to the closed facility within Guilford County.

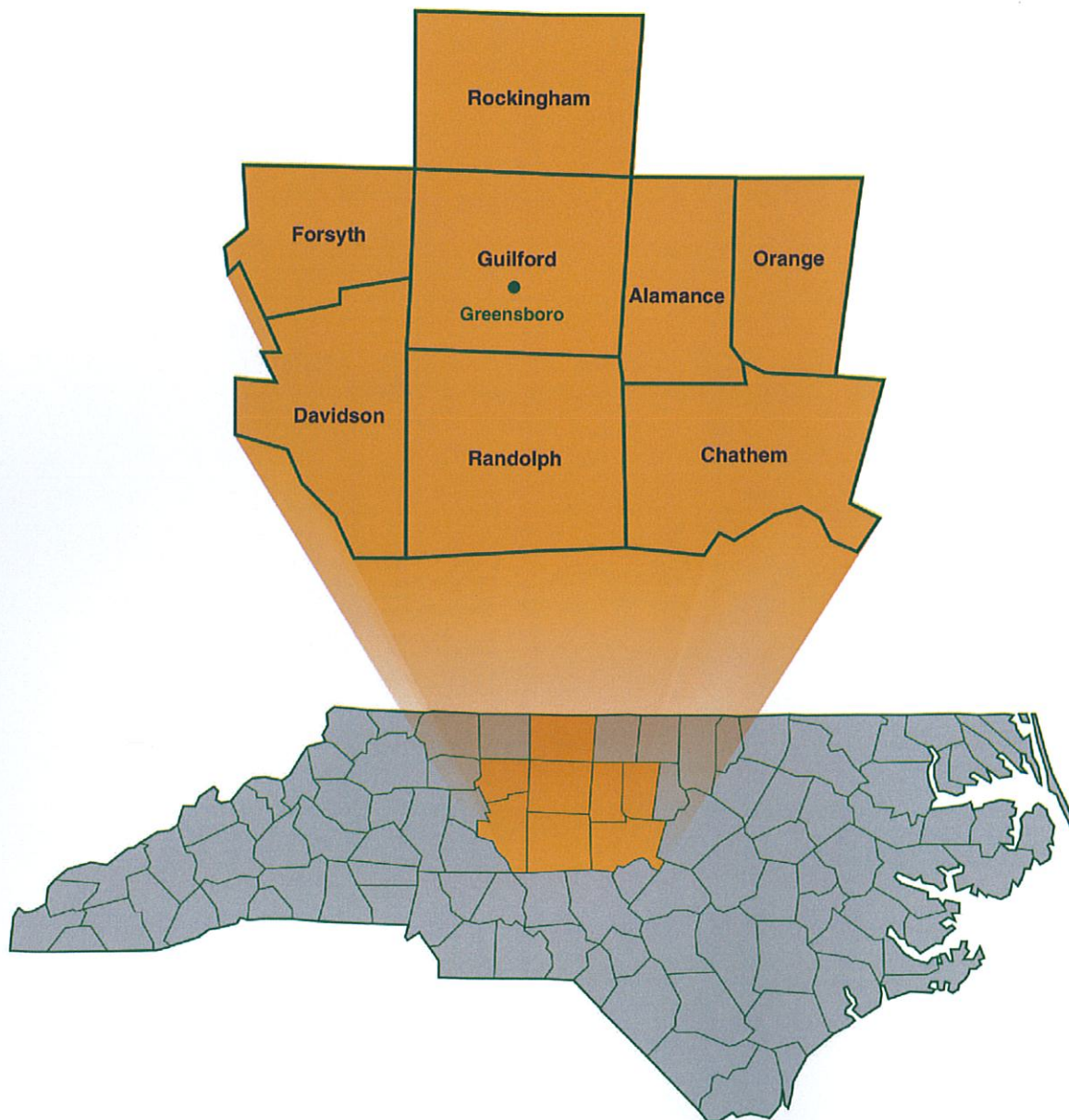
Upon being selected by the City of Greensboro, Waste Management proposes to seek permitting approval through local, state and federal agencies for design and operations of a new landfill facility immediately adjacent within Guilford County. This facility may be available, according to the City of Greensboro's direction, exclusively for the City of Greensboro, City of Greensboro and Guilford County, or operated as a regional site to either the six surrounding counties, plus perhaps Chatham and Orange counties, or other acceptable service areas by local governments.

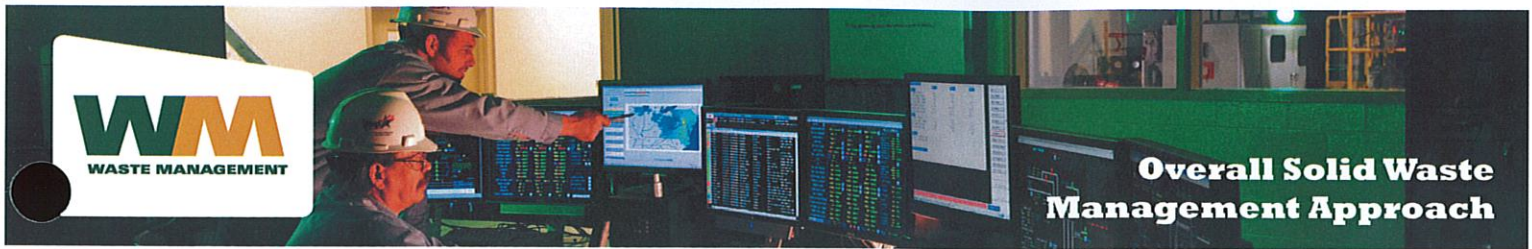
Piedmont Landfill would be sited upon an approximate 200 acre tract within Guilford County providing approximately 90 acres of line landfill space. The facility would include borrow or buffer area with an additional 50 acres whereby approximately 50 acres would remain undisturbed.

Utilization of the new Piedmont Landfill would allow the City of Greensboro beneficial disposal opportunities related to fees, local waste volume capacity while providing environmental safe and compliant disposal options. Gate rate fees may range depending on delivered volumes from the City of Greensboro or other users from within Guilford County and/or surrounding areas as may be approved by local governments. See map.



Counties Surrounding Guilford County, NC





Legal description

An approximate 200-acre property may be available to Waste Management of Carolinas, Inc. through a long-term purchase agreement. The property is located within close proximity of the former Piedmont Landfill, which operated in Forsyth County from 1990 to 2003.

Responsible Person and Final Use

The new landfill will be owned and operated by Waste Management of Carolinas, Inc. A local manager as Director of Operations would be located at the site.

After the landfill reaches capacity, it will be closed under a plan approved by NCDENR and the site will be maintained and monitored by WM for at least 30 years. Its expected final use will be recreation or open space.

Anticipated Lifetime

Based on current plans, the landfill's life is expected to be approximately 20 years. Capacity will be determined upon the City of Greensboro's, Guilford County's and State's review and approval of detailed designs.

Description of Systematic Usage

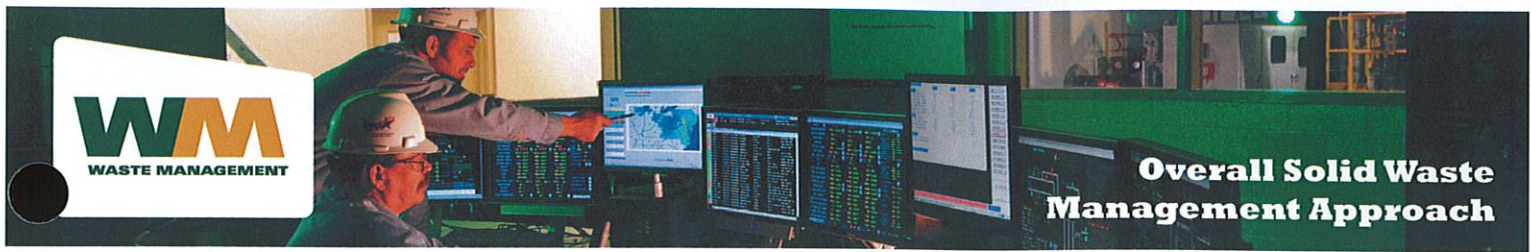
Upon approval by Guilford County for zoning, special use and issuance of a franchise, WM will prepare and submit a feasibility study, hydrogeologic plan and detailed engineering design to NCDENR. These will be reviewed by NCDENR and made available for public review and comment. When all requirements are considered met, a permit to construct the landfill will be issued by the State agency.

Initial construction will include the development of the environmental control system, which includes the liners and leachate collection system, surface water drainage features, sediment control impoundments, gas monitoring probes, groundwater monitoring wells, roads, scale house, offices and other features necessary to begin operation.

The first disposal area, Phase 1, will be constructed and will be inspected by NCDENR, and when all requirements are demonstrated, a Permit to Operate will be issued. Landfills generally develop through the construction of additional phases moving over the site laterally. Completed portions of the landfill will undergo closure per the State approved plan.

As waste is delivered to the landfill, it is taken to the "working face", an area usually less than one acre in size. It is spread in 2-foot layers, compacted by heavy equipment and covered each day with at least 6-inches of soil or other suitable alternative covers (tarps, foams, short paper fiber, etc.). This prevents off-site odors and development of vectors such as rodents or flies. In order to control dust, water from the on-site well is pumped into a truck that sprays water on heavily traveled roads.

Groundwater wells will be sampled regularly and compared against background samples to ensure that the environmental control systems are operating properly. Landfill odors normally are associated with buildup of landfill gas, which is generally composed of equal quantities of carbon dioxide and methane. Probes monitor landfill gas and when prescribed levels are reached, permanent extraction systems will be constructed and the gas will be collected and sent to a flare.



where it will be destroyed or used to generate electricity. The entire landfill mass will be regularly monitored surveyed to ensure that no gas migration occurs.

Annual reports are regularly filed with NCDENR and the site will be regularly inspected by NCDENR and Guilford County and City of Greensboro environmental staffs.

Earthwork Calculations

Detailed earthwork quantities will be developed when the State reviews the final design. Initial estimates are that approximately 3,000,000 cubic yards of soil will be required over the site's life. It is expected that adequate quantities of soil are available on site for initial construction and for daily cover. Soils may be imported during the landfills later operating years and at closure.

Sedimentation Pollution Control Act

As was required at the formerly operating landfill, the new facility must obtain a permit and meet the requirements of NC General Statute 143-215.1. This permit is issued only after local approvals are obtained and is part of the State permitting process. WM will be required to submit and receive approval of a site specific Sedimentation and Erosion Control Plan, which will be developed in conformity with the rules then in effect by the North Carolina Sedimentation and Erosion Control Commission and Guilford County.

State Solid Waste Management Design Requirements

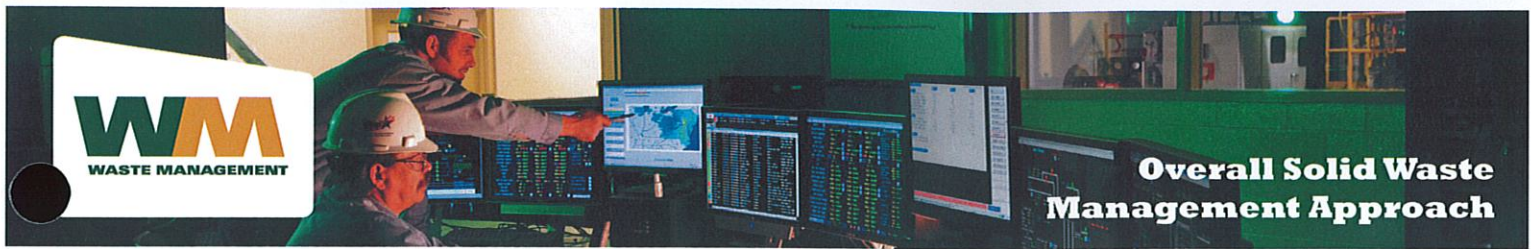
After review and approval of the feasibility study and hydrogeologic investigation, NCDENR will review the final detailed design. These engineering designs are developed by independent consulting engineers licensed in North Carolina and they must follow the detailed guidance of the State that is in effect at the time of the permit submittal. Upon State review and acceptance of the design, public review occurs and revisions as necessary are completed.

Other Construction Information

Construction is inspected by engineers licensed in North Carolina. No waste landfilling activities may commence until documentation is developed verifying compliance with all regulations and the permitted design.

Population and Area to be Served (populations based on 2000 US census)

Guilford County	421,048
Forsyth County	306,067
Alamance County	130,800
Randolph County	130,454
Davidson County	147,246
Rockingham County	91,928
TOTAL	1,227,543



Type, Quantity and Source of Waste

The proposed landfill will accept Municipal Solid Waste (MSW). MSW includes all non-hazardous residential, commercial and industrial wastes. Liquids, radioactive, infectious and hazardous wastes are not accepted. Daily volume may not be limited to 1500 tons per day (TPD) and will be generated in the counties listed in this RFP or modified by local government.

Equipment

Over the term that this project will undergo regulatory approval, equipment technology will continue to develop. List of specific equipment will be included in the State application.

Basic expected equipment is expected to include, but not limited to: waste compactor, tract-type tractor, hydraulic excavator, articulated dump truck, motor grader, water wagon, fuel/lubrication truck and support equipment such as pickup trucks, pumps and utility tractors.

Proposed Groundwater Monitoring Plan

Location and depth of groundwater monitoring wells will be detailed in the Hydrogeologic Report to be submitted and reviewed by NCDENR.

Detailed Geologic Report

The Hydrogeologic Report must be submitted to and approved by NCDENR and will form the basis of the landfill's design. The State will not begin its review until a solid waste franchise, zoning and the special use permit are obtained from Guilford County.

Separation to Groundwater

NCDENR regulations require that the lowest part of the landfill shall be at least 4-feet above the seasonal high groundwater table. Detailed elevations cannot be determined until the State's acceptance of the Hydrogeologic Report.

Other Pertinent Suitability Information

WM must investigate and demonstrate compliance with State and Federal laws governing cultural resources, endangered species, wetlands and parks. Preliminary site studies have been completed.

Projected Use after Completion

Recreation or open space.

Systematic Usage

See "Written Report" above. Operation and closure plans must be submitted to and approved by NCDENR as part of the permit review.

Type, Source and Quantity of Waste

See "Written Report" above.

Emergency Contingency Plan

The Emergency Contingency Plan will be part of the documents submitted to NCDENR for review and approval. In general, operations similar to the existing and proposed Piedmont Landfill are routine and emergencies rarely occur.



Fire protection measures are the primary methods to avoid any emergencies. No open burning is allowed. Landfill equipment, vehicles and structures will be equipped with suitable fire extinguishers for suppression of any minor fires and for personnel safety.

While the chance of a fire occurring within the operating portion of the landfill is rare, procedures will be in place to deal with such events. Soil is the best extinguishing agent for landfill fires. Backup includes use of water, which is available in the portable water tank.

2.1.8.2 White Street Landfill

The City of Greensboro owns and operates the White Street Sanitary Landfill, which is located east of Highway 29, and the end of White Street in NC DENR permits 4-12. Originally permitted in 1940, the current property is comprised of an area of approximately 1,000 acres. As constructed, the landfill is divided into three separate areas or Phases. Phase I is an 85 acre site that stopped receiving waste prior to 1978. Phase II consists of approximately 135 acres which received solid waste until the end of 1997. Currently, 9- acres remain active for C&D waste disposal. Phase III is the first phase to be lined with waste placement starting in Cell 1 beginning in 1997. Phase III is located south of the present day scale house. All three permitted cells have been constructed and granted a Permit-to-operate by NC DENR. The landfill has 52 acres lined according to newly accepted Sub Title D regulations. While landfill space exists, the White Street Landfill stopped receiving solid waste at the White Street Landfill in 2006.

Through the development of additional landfill capacity at White Street Landfill, on approximately 124 acres, solid waste disposal capacity (based upon volume) may be insured for 20 plus years based on vertical expansion and 124 acres horizontal expansion. This figure is based on waste from Guilford County only. The estimated useful life will be modified according to diversion/reduction programs, recycling effectiveness, operational compaction/density ratios and estimated delivered volumes.

Historical activities associated, both regionally and within North Carolina, reflect that new or re-permitting of new solid waste capacity must actively engage local constituent, leadership and media outlets. Re-permitting activities should begin immediately to facilitate these and other public engagement opportunities and support of disposal or other options that may be explored by the City of Greensboro.

Re-development of additional landfill airspace is the most economical disposal option for the City of Greensboro based upon community acceptance and from a disposal aspect based upon delivered costs. Development of multi-jurisdictional disposal volumes based upon acceptable service area will additionally render on a cost basis the more advantageous cost-saving, long-term option for the City of Greensboro.

Waste Management proposes, if approved by the City of Greensboro, to permit the re-opening of the White Street Landfill according to locally acceptable conditions and economically available volumes, which will include the City of Greensboro and other areas as may be appropriate.



2.2 Other Services Collection

2.2.1 Collection Overview

2.2.1.1 Waste Collection

Public entities entrusted with providing citizens with quality, value-priced waste collection need look no further than the services of Waste Management. WM offers more value-added services than any other waste hauler, including residential recycling, bulky item disposal, yard waste collection and many others. Our customer service centers ensure that collection issues are dealt with quickly and courteously. In addition, through our community involvement, WM supports programs that protect the environment and improve the local quality of life.

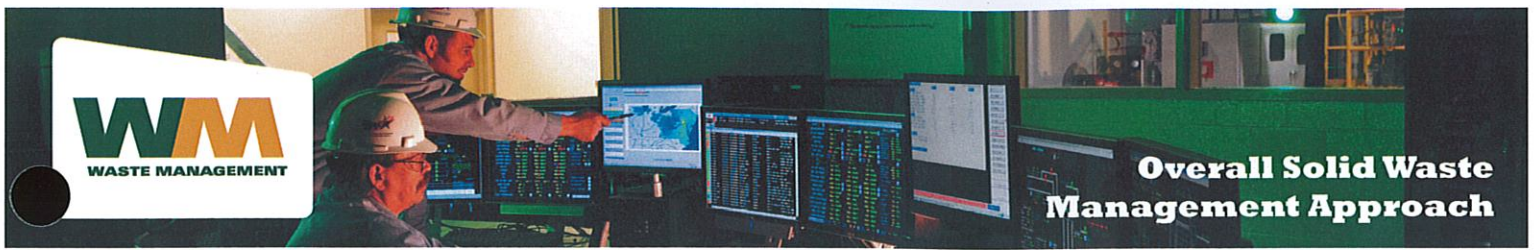
2.2.1.2 Recycling

Waste Management partnerships with local communities and municipalities to collect and processes more municipal solid waste recyclables than any other company in North America. In addition to understanding the importance of a program that is economically feasible, we also understand the benefit of programs that are easily workable for your residents. That's why we've integrated the latest sorting technologies in many of our facilities, enabling us to provide single-stream programs to communities and increasing the volume of recyclables collected as much as three fold.

2.2.1.3 Yard Waste Collection

Waste Management currently partners with many communities throughout the United States and Canada to provide green waste/ yard waste services to private homes. This service not only provides homeowners with a convenient way to dispose of grass, leaves, tree limbs and other yard waste, but because most of this organic material is recycled, it also helps divert waste from landfills and can often provide local companies and agricultural operations with an inexpensive source of compost and other fertilizer products.





2.2.2 Service Offerings

Our safe and friendly drivers provide clean and dependable waste and recycling collection, while our professional customer service staff is trained and standing by to answer all of your service-related questions.

2.2.2.1 Residential

With more than 25 million satisfied residential customers, Waste Management is number one in providing courteous and dependable curbside collection and recycling services to homes all across the United States, Canada and Puerto Rico.

Our residential division uses modern, automated collection vehicles, an increasing number of which run on low-polluting, alternative fuels. Our unmatched resources allow us to offer more value-added services than any other waste hauler.

Presently, WM's responsibilities within the Triad include residential curbside collection vehicles utilizing seven automated side loaders and four manual side loaders.

2.2.2.2 Commercial

Waste Management offers a variety of permanent and temporary services to more than two million businesses throughout North America. Our commercial sector has the industry's largest selection of waste bins, roll-off containers and compactors.

In most areas, commercial collection services are integrated with our company's landfill disposal services to help control costs and ensure that your waste will be disposed of in a manner that meets or exceeds all local, state and federal environmental regulations.

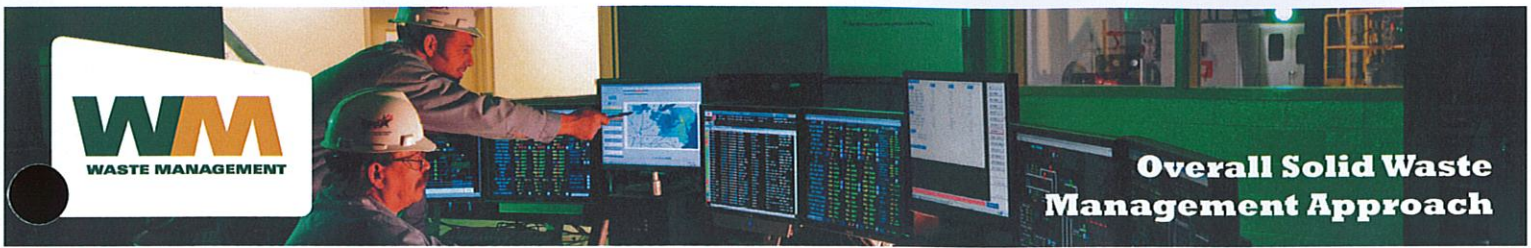
Within the Triad, commercial and industrial services are provided utilizing 12 front end-loaders and 17 roll-off vehicles. These services include recyclables that can be collected from commercial and industrial customers in large quantities and transported without commercial fleet to WMRA to be processed.



2.2.2.3 Recycle

As the largest recycler of municipal solid waste in North America, Waste Management processes more than 5.5 million tons of recyclable materials each year through its 109 material recovery facilities. Through the resources of WMRA we provide cost-efficient, environmentally sound recycling programs for municipalities, businesses and households across the U.S. and Canada.

WM collects and processes more municipal recyclables than any other company in North America. We do it through working partnerships with local communities and municipalities. While some communities rely on WM Recycle America to handle marketing in support of municipal



collection and processing, or processing and marketing in support of municipal collection, we can handle any or all portions of the recycling process.

Curbside recycling is provided to 89,000 Triad customers utilizing 12 manual side-load recycling trucks. In addition to residential curbside service, our recycle fleet services over fifteen hundred multi-family units, small businesses and schools in this service area.

Fluorescent Bulbs & Batteries

For Residential - Fluorescent Bulbs & Batteries

Fluorescent bulbs and batteries contain mercury and other toxic materials that can be harmful to humans and the environment when improperly disposed. With our Think Green® From Home recycling kits, you can safely recycle these materials for pennies a day, without going farther than your own mailbox. Designed for the safe storage and transport of discarded bulbs or batteries, the kits come with prepaid postage for shipping with the United States Postal Service. The bulbs and batteries are sent to our recycling facility where the recyclable materials and the mercury are separated for reuse. For more information visit www.ThinkGreenFromHome.com.

For Business - Fluorescent Bulbs & Universal Waste

Fluorescent lamps contain mercury, a regulated waste at the federal and state levels. When lamps are broken during handling and storage, they release mercury and may put your employees, and your company, at risk. The WM LampTracker® recycling program is a safe and cost-effective way to manage this easy-to-overlook environmental and health risk. The program includes prepaid postage via UPS or FedEx ground and complete online documentation. Our patent-pending Mercury VaporLok™ packaging reduces the risk of mercury exposure during collection, storage and shipment, therefore reducing your liability. For more information on all our universal waste solutions, visit www.WMLampTracker.com.

eCycling (Electronic Components)

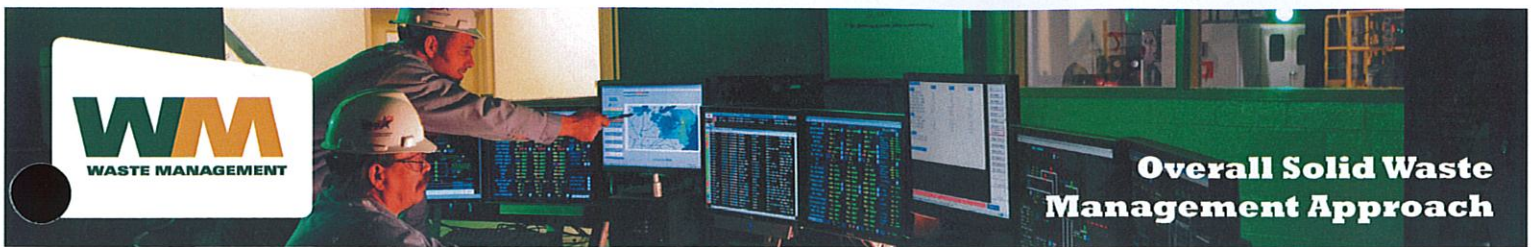
As the nation's only coast-to-coast electronics recycler, WMRA delivers recycling solutions that are as convenient and cost-effective as they are environmentally responsible. With four ISO 9001- and ISO 14001-certified regional processing centers and several support locations throughout the U.S. and Canada, we make it easy for you to access our comprehensive services. eCycling & services can be customized to every need, including:

- End-of-life equipment processing
- Product refurbishment and reuse
- Certified data destruction

We have developed an easy way to use our unique services. Go to www.wmescraptracker.com for more info.

Sony Electronics Recycling Program

Teaming up with Sony, we've built a recycling program that makes it easy to dispose/recycle Sony electronics in an environmentally safe way. Bring your unwanted Sony products to any participating Waste Management eCycling drop-off center and recycle it for free. <http://www.wm.com/sony>.



LG Electronics Recycling Program

Teaming up with LG Electronics, we've built a recycling program that makes it easy to properly dispose/recycle LG, Zenith and Goldstar branded products in an environmentally safe way. Bring your unwanted LG, Zenith or Goldstar products to any participating Waste Management eCycling drop-off center and recycle it for free.

<http://www.wm.com/lg>

Medical Waste

We work with healthcare institutions such as hospitals, independent networks, assisted-living facilities, skilled nursing facilities and surgery centers to make sustainability affordable. We provide convenient, cost-effective waste solutions to physician offices, veterinarians, dental offices, acupuncturists and others who have small amounts of waste, which delivers additional value.

2.2.2.4 Yard Waste/Bulky Item

Yard waste recycling helps divert waste from landfills, provides communities and businesses an inexpensive source of compost and other fertilizer products, and offers a low-cost and convenient way to dispose of grass, leaves, tree limbs and other yard waste. Waste Management partners with many communities throughout the United States and Canada to provide yard waste/yard waste services to private homes.

In addition to understanding the importance of a program that is economically feasible, we also understand the benefit of programs that are easily workable for your residents. That's why we've integrated the latest sorting technologies in many of our facilities, enabling us to provide single-stream recycling, which allows customers to mix recyclable paper, plastic and glass in one bin. Residential single-stream programs have greatly increased the recycling rates, recovering as much as three times the amount of recyclable materials.

Currently, two boom trucks, four automated side-loaders and one pull-behind leaf unit are utilized to recover seasonal yard waste from residential service areas within the Triad. Additionally, four bulk trucks are used to properly recover bulky items and white goods.





III | Statement of Qualifications



3.1 Key Personnel Overview

One of Waste Management's fundamental human resources strategies is to hire the right people for the right jobs and provide the tools needed to succeed. The WM team of five key leaders for the Greensboro project has more than 100 years' combined experience.

Our skill

It is critical our talented employees have the tools they need to be successful and safe. To achieve zero deviations from regulatory standards at more than 1,200 Waste Management facilities subject to environmental regulations, our Environmental Management System helps prevent violations before they occur. Through prevention, extensive mandatory training, self-identification of issues and Web-based assurance problem corrections, the program is achieving steady progress toward our goal of zero violations. Agency notices that the company may be in violation of a permit condition or regulatory standard decreased by 76 percent from 2006 to 2009.

In 2001, Waste Management initiated Mission to Zero™ (M2Z™) to improve worker safety. M2Z™ is founded on zero tolerance for unsafe actions, decisions, conditions, equipment and attitudes. The program has a goal of zero accidents and zero injuries. Under this program, WM's total incident rate (non-fatal illness and injury) has improved dramatically, with an 81 percent improvement from 2000 through the third quarter of 2009.

Because of our abilities, capacity and skills, WM has received dozens of awards for environmental leadership, community service and supplier excellence every year:

- In 2008, for the fourth straight year, WM was named to the Dow Jones Sustainability Index (DJSI), a selection of companies judged on their global leadership in sustainability and economic performance. In each of those four years, WM far outperformed the average DJSI score for the waste and disposal services sector.
- Most Ethical Companies and Waste Management CEO listing among 100 Most Influential People in Business Ethics by *Ethisphere Magazine*
- World Business Council for Sustainable Development Sustainability Leader for the waste and disposal services sector
- US Conference of Mayors Outstanding Achievement Award
- Wildlife Habitat Council's President's Award and Conservation and Outreach (CEO) Award

Waste Management's commitment to excellence and leadership positions us to deliver lasting solutions to the environmental challenges our planet will face in the 21st century.

Waste Management provides many examples, as evidenced in this RFP, of our capabilities and resources which will be allocated to the City of Greensboro for successful implementation and operations of services as well as many other sustainability services provided uniquely by WM. If selected, these services can position the community as an environmental leader in "greening" initiatives.

The following summary of individual credentials represent the "get to work" folks that will roll-up their sleeves in order to ensure that WM is a company of actions and not just good intentions. We are a company that thrives to deliver upon its promises and we have a force of thousands of additional employees who are dedicated similarly to making a difference in Greensboro if WM is selected as the successful respondent to this RFP. The spirit and energy of all these folks not only drives our success, but fuels our dreams. As everyone at WM knows from their professional and industry experience, our actions speak louder than our words.



3.2 Executive Staff Resumes

Gregory A. Peverall
Area Director of Business Development
Waste Management: South Atlantic Area
Winston-Salem, NC

Mr. Peverall serves as Area Director of Business Development for Waste Management. He has responsibilities for Public Sector Marketing and Business Development for three states which include North Carolina, South Carolina and Georgia (South Atlantic Area).

Mr. Peverall began his professional career in the solid waste industry in 1981 after graduating from North Carolina State University with a BS in Zoology. Prior to that time he held a variety of operational and service positions within the industry since 1972. In 1986, he became Vice President of American Refuse Systems, Inc. (a Waste Management Partner Company), which was a North Carolina based regional company serving 4 states and operating over 400 trucks. In 1995, Mr. Peverall became State President within the Carolinas for Waste Management.

He has been actively involved within the company and industry along with civic organizations throughout these periods enhancing service performance and local relationships with a broad spectrum of WM clients. He has 28 years of professional experience in the solid waste services, facility development and recycling industry and resides in Winston-Salem, NC.

Peter Haviland
Senior Manager of Business Development
Wheelabrator Technologies, Inc.

Peter Haviland joined Wheelabrator Technologies Incorporated (WTI) in September of 2008. Mr. Haviland is responsible for managing select new waste-to-energy facility development projects in the U.S. and Canada for the company. He is also responsible for overseeing the development of certain existing domestic opportunities where waste-to-energy is the predominant method of waste utilization.

In his last post before joining Wheelabrator, Mr. Haviland worked as a senior project manager for Industry and Energy Associates in Maine. In this role, he managed project development teams responsible for the engineering, construction and operation of power-generation facilities utilizing waste heat from coking operations. Mr. Haviland has also served as the director of operating assets at Trigen Energy Corporation. In this position, he was responsible for the optimization and enhanced utilization of all 49 Trigen cogeneration and tri-generation power plants. While at Trigen, he also served as General Manager at Trigen's 80 MW coal and alternate fuel-processing facility in Syracuse, New York.

Much of Mr. Haviland's management experience stems from the variety of positions of increasing responsibility he served while at American Ref-Fuel. These roles included: operations supervisor at the Hempstead Resource Recovery Facility; regional process engineer at the Essex waste-to-energy facility; and as special waste marketing and business manager tasked with developing, marketing and implementing assured destruction disposal services for pharmaceutical and industrial waste for the company's Northeast region. Mr. Haviland holds a B.S. in Mechanical Engineering from the State University of New York at Buffalo and an MBA from the Rensselaer Polytechnic Institute in New York.



Mike Loyd
Market Area Project Manager
Waste Management of Carolinas, Inc.
Wellford, South Carolina

Mike Loyd joined Waste Management in 1987. He is responsible for managing landfill construction and permitting projects in North and South Carolina for the company.

In his last post before becoming the area project manager, Mr. Loyd worked as a Director of Environment Health and Safety, for Waste Management of Carolinas. In this role, he managed personnel responsible for the engineering, construction, compliance and safety for the landfill and hauling facilities in the Carolinas.

Mr. Loyd has also served as the site engineer for the Palmetto Landfill in Spartanburg, SC. In this role he would oversee all facets of construction management, CQA, environmental compliance, permitting, environmental monitoring and health and safety compliance for Palmetto Landfill.

Much of Mr. Loyd's management experience stems from the variety of positions of increasing responsibility he has served while at WM. These roles included: Compliance Coordinator, for the Southern Area and Environmental Specialist for the CA/TN District of WM, tasked with sampling monitor wells and environmental compliance in the district. Mr. Loyd holds a B.S. in Geology from Murray State University.

Zane C. Ferris
Director of Disposal Operations
South Atlantic Area
Waste Management, Inc.
Columbia, South Carolina

Zane Ferris accepted his current role with the South Atlantic Area as the Director of Disposal Operations in March of 2007. Mr. Ferris is responsible for managing the operations for seven (7) post collection facilities (disposal sites) located in South Carolina and Eastern Georgia. These responsibilities include but are not limited to environmental compliance, safety, business development, personnel, project, asset and financial management. His synergistic approach to waste disposal management has been instrumental in creating a quality work environment for our operating locations.

Prior to Mr. Ferris' current responsibilities within the Waste Management organization, he was a District Manager in the Columbia, SC Market managing the daily operations. These facilities included a Subtitle D, Demolition and Construction Debris and an Industrial Waste Facility. Within this role, Mr. Ferris was a key team member and assisted in developing relationships with the local community, elected officials and the State Regulatory Agencies. He was successful in obtaining major permit modifications to include additional disposal capacities as well as annual volume increases needed to benefit the local municipalities. He developed and implemented health and safety, storm water management, emergency and spill prevention protocols to enhance the facility's operations. He also developed sound business plans that established the footprint to safe and efficient landfill operations within the Area for these facilities.



Mr. Ferris served as an Operations Manager in Okeechobee, Florida, as well as Dorchester and Columbia, SC. As an Operations Manager, he worked with the local teams on waste fill sequencing, density attainment, safety and compliance. These front-line responsibilities have given him the experience from a "hands-on" perspective to create quality operations, establish the footprint and create the teams necessary to meet and exceed the company's expectations in all facets of daily operations.

As a Waste Management employee since October of 1993, Mr. Ferris has been involved with our post collection operations for over 16 years at various progressive levels of responsibilities. His experience in waste disposal operations has been paramount with assisting the Area and company with achieving our stakeholder goals throughout his career. He brings with him a vast range of experience necessary to develop operational improvements and effective project management. Mr. Ferris holds a Bachelors Degree in Business from Barry University in Miami Shores, Florida.

Dwight G. King
Area Director Recycling Operations
Waste Management Recycle America
Raleigh, North Carolina

Dwight King joined Waste Management (WM) in January 2001 through the acquisition of P&R Environmental Industries (PREI) a plastics recycling facility of which he was a founding partner and operator. Mr. King is responsible for managing the operations of our recycling Material Recovery Facilities (MRFs) in North Carolina, South Carolina, Oklahoma and Arkansas. He is also actively involved in the market development and growth of our recycling business.

As founder and operator of PREI, Mr. King was responsible for the process design and management of building the facility as well as complete start up of the operating side of the business. Mr. King managed the business as it grew to a level of processing approximately 3,000,000 lbs of plastic bottles per month.

Mr. King has a strong engineering, operations and financial background that has been gained through a variety of increasing responsibility positions. Before PREI he was with Hatteras Yachts and then Northern Telecom in a variety of engineering management positions. As Acting Director for Quality at Northern Telecom, he earned a status of Certified Internal Auditor through The Association of Quality Engineers.

Mr. King holds a B.S. in Engineering Operations from North Carolina State University.

Christine M. Herman
Director of Sourcing and Pricing, South & East
Waste Management Recycle America
Raleigh, NC

Christine Herman joined Waste Management Recycle America (WMRA) in February of 2005. Ms. Herman is responsible for sourcing inbound volumes of recyclable materials into 32 Material Recycling Facilities (MRF's) throughout the South and East for the company. She manages a 10 person sales staff across the South and the East that focuses on bulk grade recycling, municipal recycling, and addressing sustainability questions throughout the customer base.



Prior to that position, Ms. Herman was responsible for sourcing recycling material for the North Carolina MRFs, focusing on municipal and commercial customers, and developing educational programs for customers and tour groups.

Before joining WM, Ms. Herman was responsible for the sales development and field execution of the \$300 million Walgreens account program, which included corporate and in-store photo related activities – ranging from equipment roll-out and upgrades, sales trainings, technical trainings and marketing in 4,600 locations. Ms. Herman holds a B.A. in English from the University of Alabama and an MBA from the University of New Orleans.

Stan Joseph

Government Affairs and Community Relations Representative

Waste Management, Inc.

Winston-Salem, NC

Stan Joseph is a Waste Management government affairs and community relations representative. He currently serves as a liaison for the company for specific needs of 29 municipalities spanning 21 counties within the Triad region, enhancing customer satisfaction through relationship building in North Carolina communities. He researches and develops new business opportunities within the market place while maintaining primary responsibility for current municipal service responsibilities.

Prior to joining Waste Management, he served 22 years with the United States Air Force as Logistician and Transporter. His leadership motivated and drove change, which led to optimum efficiencies and cost savings of over 10 million dollars to US Air Force wide. He culminated a distinguished career orchestrating the largest logistics surge in IRAQ since WWII, where he led the first US Air Force combat convoy in military history into Iraq.

Mr. Joseph brings three years of operational experience in the solid waste industry to the public sector after serving within the US Air Force and as district operational manager at two of WM's major hauling companies. Mr. Joseph holds a B.S. in Human Resource Management from Park University, Parkville, Missouri.

Steve Cobb

District Manager

Waste Management, Inc.

Winston-Salem, NC

Steve Cobb is the District Manager for Waste Management of The Piedmont, which encompasses hauling districts in Winston-Salem, Mt Airy and Stoneville NC. Mr. Cobb began his career with Waste Management in 1982 in Memphis, TN, and he has managed hauling companies in Jackson, TN; Clarksdale, MS; and Augusta, GA; before relocating to Winston-Salem in 2003. His level of responsibility include all operational aspects of the Piedmont hauling companies, which represent \$31M in annual revenues, and he manages the safety and well-being of 107 full-time employees and over 120,000 customers.



3.3 Regulatory Compliance

Respondent's Disclosure Requirements

WM is not aware of any outstanding compliance matters, and it believes that its current compliance status and relationship with NC DENR and SC DHEC (WM of Carolinas has some operations in South Carolina) is very good. Although Waste Management has extensive operations, it has resolved various matters with these agencies. Please see the Waste Management of Carolinas Compliance Summary in Appendix 1 referring to WM's report on such matters. WM reserves the right to supplement the attached report should additional information come to its attention.

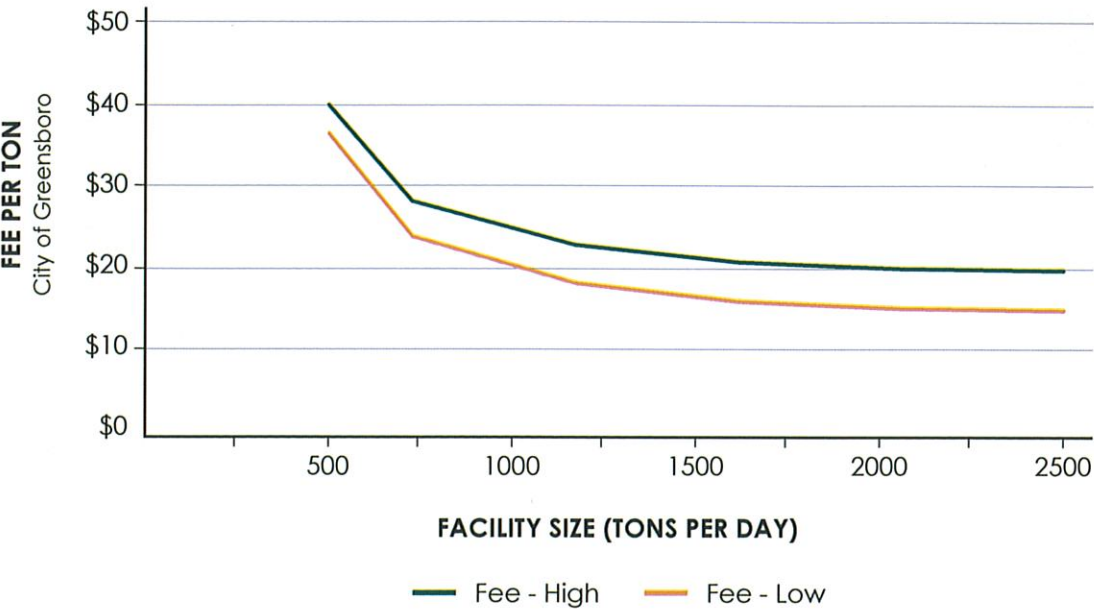




IV | Fees

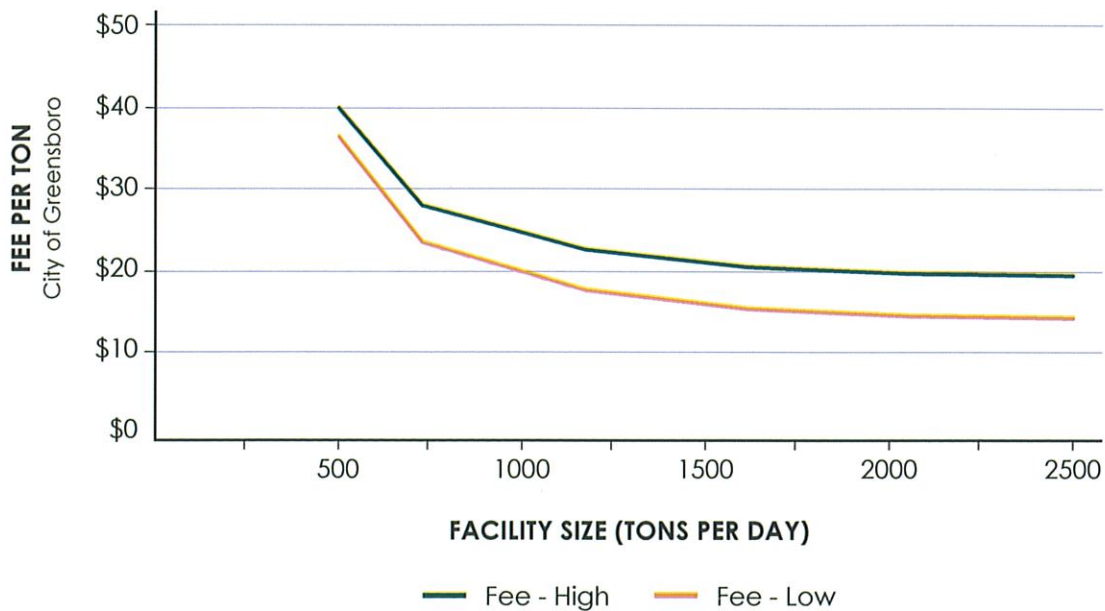


Fees: Piedmont Landfill



- Assumptions:
- 1. WM will cover all costs required to maintain permits, construct and operate the regional landfill during the term of the contract.
 - 2. Fees may be adjusted proportional to host fee requirements.
 - 3. Annual escalations and surcharges may apply.

Fees: White Street Landfill

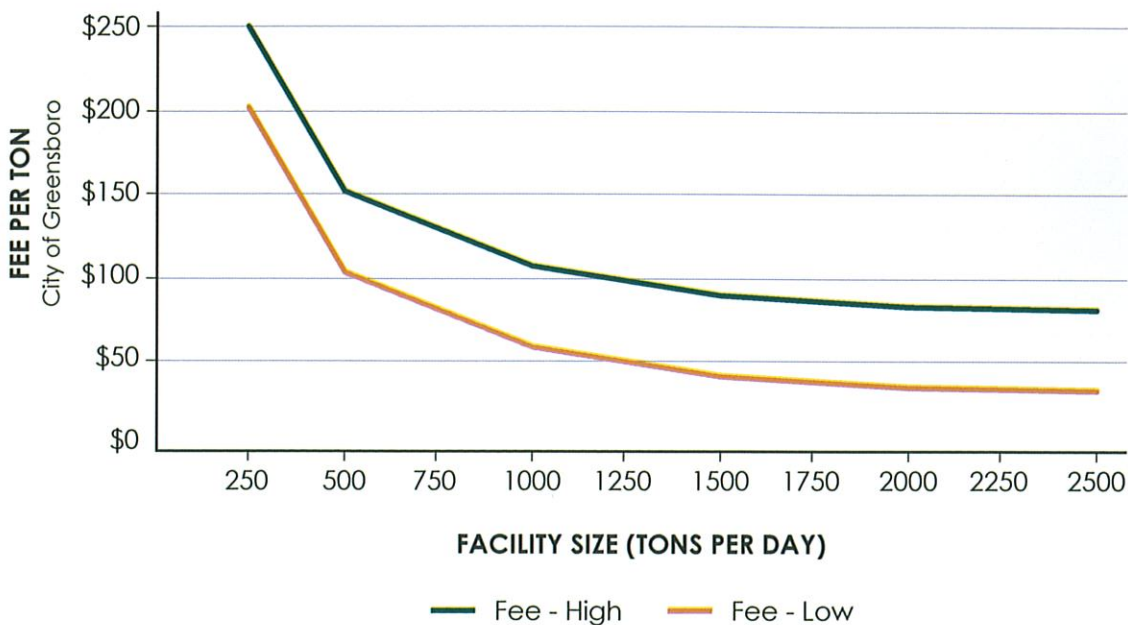


Assumptions:

1. WM will cover all costs required to maintain permits, construct and operate the regional landfill during the term of the contract.
2. Fees may be adjusted proportional to host fee requirements.
3. Annual escalations and surcharges may apply.



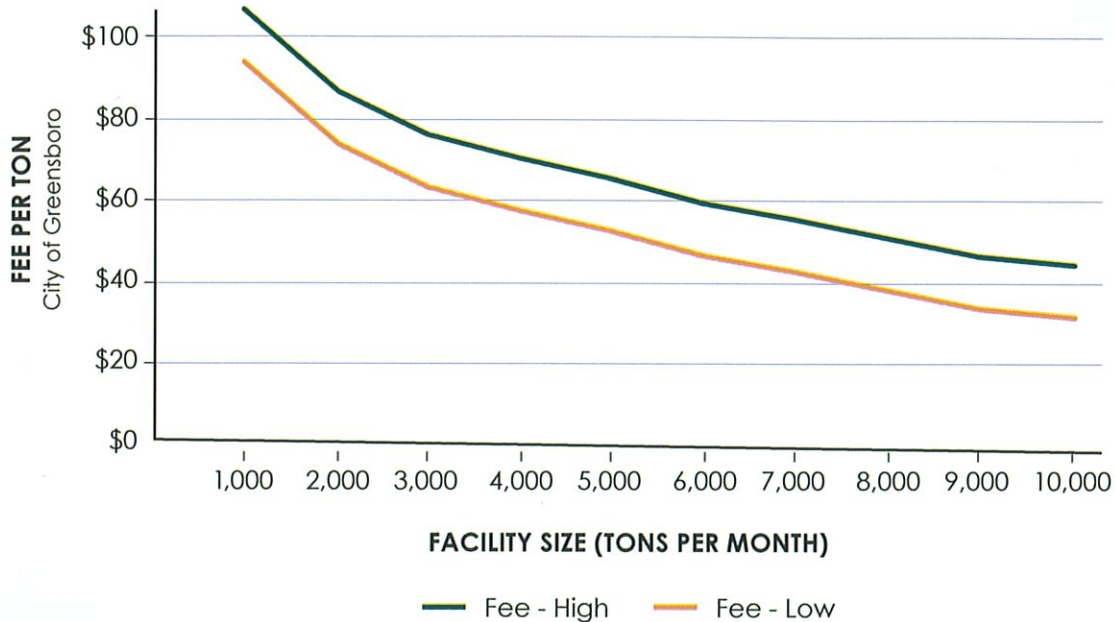
Fees: Waste-to-Energy



Assumptions:

1. Revenue streams to the facility include Disposal, Electricity and Metal (if any). Disposal is derived from incoming tons multiplied by the negotiated fee per ton. Electricity revenue is derived from Energy sales, Capacity charges (if any) and Renewable Energy Credits (if any). All revenues from Electricity sales are to benefit WM. Metal sales (if any) are to benefit WM.
2. WM does not anticipate any tax benefits from the operation of WTE. If any are determined to exist, they will benefit WM with no share to the county.
3. Due to limited financial and operational data from the City of Greensboro, assumptions were made on operating costs and performance based on similar size facilities that Wheelabrator owns and operates with appropriate markups for differences in facility.
4. Ash to be disposed within Guilford County and used for daily cover.
5. Annual escalations and surcharges may apply.

Fees: Single Stream Processing

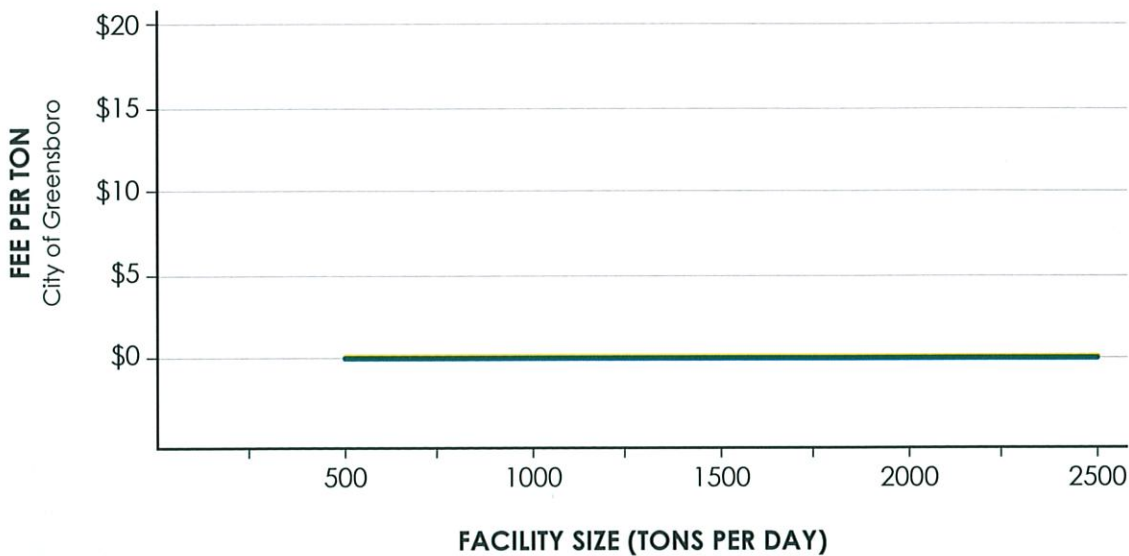


Assumptions:

1. Fee graph is based on national averages of particular facilities, technology or other factors such as wages.
2. Fee based on successful negotiations for other services detailed in this RFP.
3. The facility may be built on leased property in the City of Greensboro.
4. The facility will be owned by WM.
5. The City of Greensboro will get 70% revenue and WM will get 30% of revenue from material sales.
6. Annual escalations and surcharges may apply.

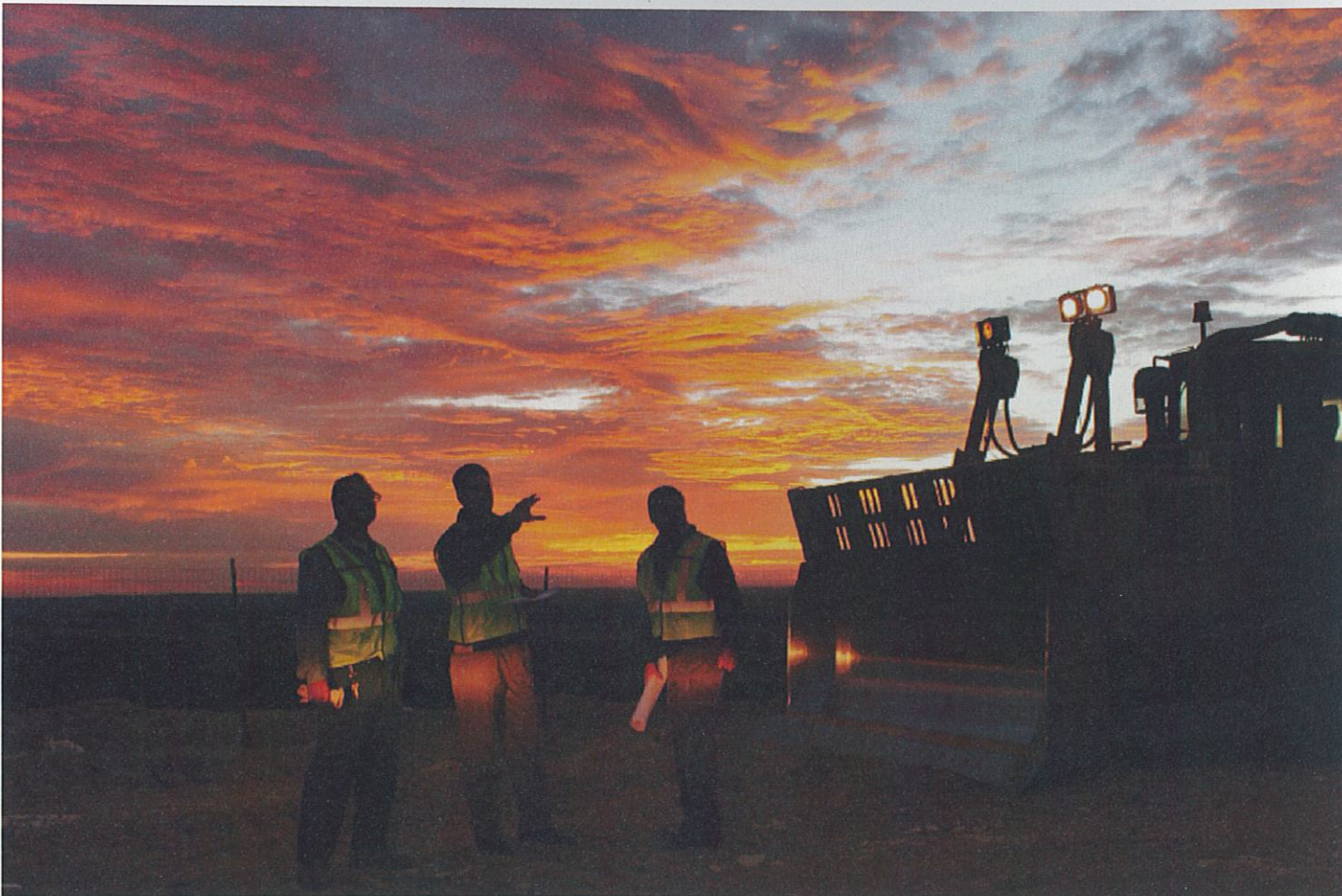


Fees: Waste-to-Energy Landfill Gas



Assumptions:

1. WM assumes all costs to plan, permit, design, construct and operate the facility, which is conditional upon developments of landfill capacity by WM at White Street Landfill.
2. WM will construct the facility as sufficient gas flow is present (900 cfm at 50 percent).
3. At the end of the contract WM may keep any equipment associated with the LFGTE facility and relocate to another location at WM's discretion.
4. Facility to be constructed on City provided Property.
5. This is based upon successful negotiations of other services in this proposal.



Appendices

Waste Management of Carolinas Compliance Summary

Date	Facility	Agency	Type of Action	Nature of Violation	Disposition	Penalty
2/7/2002	Piedmont Landfill & Recycling Center - 9900 Freeman Road, Kernersville, NC 27284	NCDENR	Notice of Violation	As a result of an inspection conducted at the facility it was alleged that the facility was not adequately placing cover materials.	WM contested the allegations as the agency's use of a new reporting form caused an NOV to be issued even though the facts would not likely have been called or treated as a notice of violation under the previous form. The matter was settled by an amendment to the facility's Operations Plan to provide clarification, and future evaluation of the depth of cover at the facility will be made in accordance with WM's amended Operations' Plan.	\$0.00
7/8/2005	WM of The Piedmont - 3303 North Glenn Ave, Winston Salem, NC 27105	DWQ	Notice of Violation	As a result of an inspection conducted June 14, 2005 it was alleged that the treatment facility was in violation of its general permit for lack of data for parameters at 4 outfalls. The SWPPP was incomplete and there was no certification of outfall evaluation in the SWPPP as required by the permit.	WM updated the SWPPP plan and provided the needed certifications	\$0.00
12/8/2006	WM of The Piedmont	NCDENR	Notice of Violation	Alleged that the facility hauled improper materials to MRR Landfill.	Compliance Order issued with administrative penalty	\$2,500
8/20/2007	Florence Transfer Station - 2620 St. Beulah Rd., Florence, SC	DHEC	Notice of Violation	Cites failure to clean the interior of the facility where waste was held as often as necessary so as to control insects and other vectors; failure to remove all waste within 24 hours of receipt; and failure to ensure that no solid waste remains on tipping floor at the end of the work day.	Operating procedures were reviewed and additional procedures were developed to improve operations. The policy of no waste on the floor at the end of the day was reemphasized. Extended operational hours were requested to ensure that the facility could remove all waste prior to required closure. Procedures are in place to ensure that additional trucks are provided, if required.	\$5,000.00
9/18/2008	Florence Transfer Station	SCDHEC	Notice of Violation	Alleged permit violations by allowing sewer overflow to be discharged to stormwater system. Facility failed to ensure that all drainage areas discharged to a sanitary sewer.	Corrective actions taken. Consent Order 07-21-SW issued	\$16,640.00



EXHIBIT A

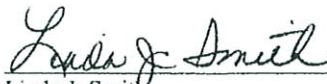
WASTE MANAGEMENT OF CAROLINAS, INC.

WRITTEN CONSENT OF THE SOLE DIRECTOR

The undersigned, being the sole director of Waste Management of Carolinas, Inc., a North Carolina corporation (the "Corporation"), does hereby consent to the taking of the following action in lieu of a meeting and hereby waives any notice whatsoever required to be given in connection therewith:

RESOLVED, that Greg G. Yorston, Vice President, or any officer of this Corporation, and each of them, are hereby authorized, following compliance with appropriate corporate policies and procedures, to prepare, execute and to submit on behalf of the Corporation that certain Request for Proposals to Design, Finance, and Permit the Development and Operation of a Long Term Solid Waste Management Infrastructure System issued by the City of Greensboro, Due Date: March 1, 2010 (the "Bid"), and to execute on behalf of the Corporation any and all documents required to be submitted by the Corporation in connection with the Bid and to execute any contracts or agreements in connection with such Bid or resulting from the award of the Bid to the Corporation.

IN WITNESS WHEREOF, the undersigned has executed this consent effective this 27th day of January, 2010.


Linda J. Smith
Sole Director

WASTE MANAGEMENT OF CAROLINAS, INC.

CERTIFICATE OF ASSISTANT SECRETARY

I, John Van Gessel, a duly elected Assistant Secretary of Waste Management of Carolinas, Inc., a North Carolina corporation (the "Corporation"), hereby certify that the Consent Action attached hereto as Exhibit A is a true and complete copy of a resolution of the Sole Director of the Corporation duly adopted by written consent, which resolution has not been modified, amended or rescinded, and is in full force and effect.

Dated Effective this 27 day of January, 2010.

ASSISTANT SECRETARY

By: _____

John Van Gessel

[Corporate Seal]

EXHIBIT A

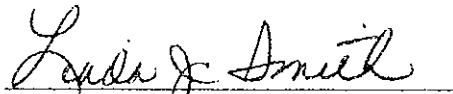
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IN WITNESS WHEREOF, the undersigned has executed this consent effective this 27th day of January, 2010.

A handwritten signature in cursive script, reading "Linda J. Smith", written over a horizontal line.

Linda J. Smith
Sole Director

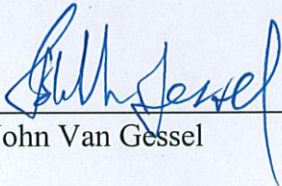
WASTE MANAGEMENT OF CAROLINAS, INC.

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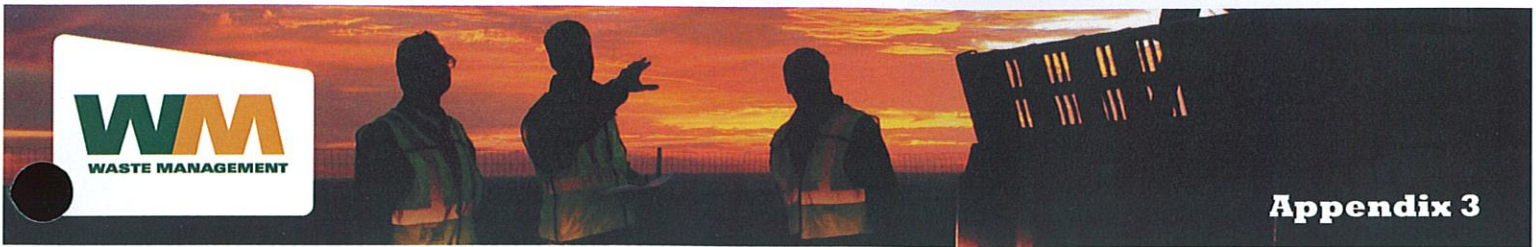
Dated Effective this 27 day of January, 2010.

ASSISTANT SECRETARY

By: 
John Van Gessel

[Corporate Seal]





Appendix 3: Waste Management Service Offerings

See enclosed originals.



WM
WASTE MANAGEMENT
**Recycle
America**



WM
WASTE MANAGEMENT
**Recycle
America**

For more information,
visit us at www.recycleamerica.com or email us
at info@recycleamerica.com
WM Recycle America, L.L.C.



Printed on process-chlorine-free 100% postconsumer
recycled paper manufactured with wind-generated electricity.

**We bring eCycling closer
to you. Coast-to-coast.**

We make it easy for you to recycle electronics responsibly.

As the nation's only coast-to-coast electronics recycler, WM Recycle America (Recycle America), a subsidiary of Waste Management, brings eCycling closer to you with the largest network of drop-off locations and regional processing centers in the U.S. and Canada.

Our vast network includes recycling facilities in Colorado, Minnesota and Texas, and Service Partners in Arizona, California, Florida, Massachusetts, Virginia and Washington. Making it easy for you to access eCycling services that are customized and cost-effective.

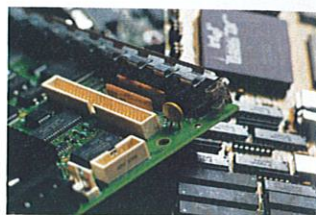
Even more significantly, we were one of the first national electronic recyclers to achieve multiple-location ISO 9001:2000 and ISO 14001:2004 certification.

And the leadership role we've taken in developing and signing an Environmental Stewardship Pledge assures you that your materials are handled responsibly, in an environmentally and economically sustainable manner.

Capitalize on our national infrastructure and services.

Make Recycle America your eCycling partner and you can capitalize on a vast national infrastructure that offers a comprehensive range of services that we can adapt to your specific needs.

End-of-life equipment recycling – recycling of personal computers, monitors, servers, storage devices, peripherals, circuit boards, chips and other computer components, consumer electronics, copiers, phones, fax machines and much more.



Key aspects of the Environmental Stewardship Pledge:

All electronics from residential and municipal sources are processed in the U.S.

All CRTs and medium- and high-grade circuit boards are shipped to North American markets.

Tracking of all products received and processed is both visible and thorough.

Regular EH&S auditing is conducted of all secondary processors and end-market vendors, including export markets.

Product reuse and resale – testing and/or remarketing of electronic products and components.

Certified data destruction – as part of our recycling services, we can verify the complete destruction of all sensitive or proprietary files, applications and other data from computers, servers and storage devices.

Collection events, mail-back programs and drop offs – coordination of logistics and scheduling of transportation for community- or retailer-sponsored programs for collecting obsolete electronics equipment.

Commodity marketing/brokerage – marketing services for over 100 commodities and components to certified end markets and end users.

eScrapTracker™ – safe, convenient, cost-effective online solution for unwanted electronic equipment. We ship a pallet/box and you fill it with up to 600 pounds of scrap. Container is tracked from order through recycling and once process is complete, you receive a Certificate of Recycling via e-mail. Find out more at www.wmescraptracker.com

We're your one-stop resource, nationwide.

Rely on Recycle America for one-stop eCycling solutions customized to fit your operations. And the coast-to-coast network that makes it easy for you to recycle your electronics responsibly.

Isn't it time you partnered with the industry leader?



We provide services to various types of organizations:

Whether you're part of a small business, a government agency or a Fortune 500 corporation, we can provide eCycling services customized around your specific needs.

Commercial businesses (small to large)

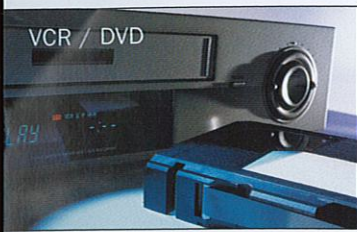
Local, state and federal government and other public-sector agencies

Original equipment manufacturers

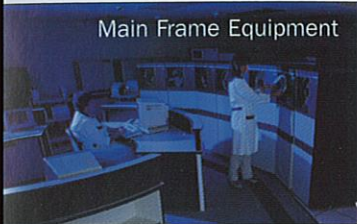
Retailers

Solid waste and recycling companies

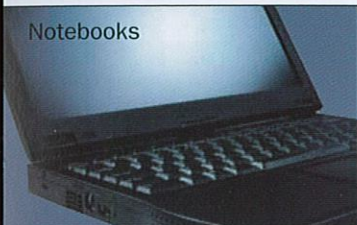
eScrapTracker™



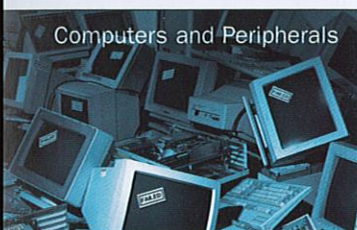
VCR / DVD



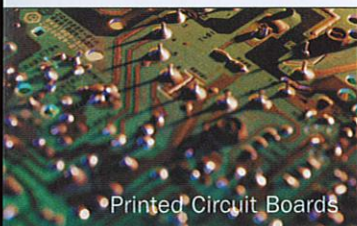
Main Frame Equipment



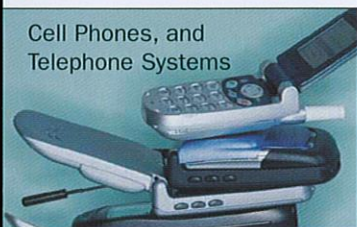
Notebooks



Computers and Peripherals



Printed Circuit Boards



Cell Phones, and
Telephone Systems



Fax Machines



Includes pallet lid & straps
44" w x 36" d x 32" h.
Holds up to 600-pounds
of computer monitor and
electronics equipment.

eScrapTracker from Waste Management is the safe, convenient, cost-effective solution for storing and recycling used electronic equipment.

The gaylord-type container with built-in pallet can be ordered online or by phone (800-410-9008) and is shipped to you via UPS or FedEx.

Once you have filled it with up to 600-pounds of electronic scrap of all types, go back online or call to schedule return shipping.

When your scrap has been recycled you will receive a Certificate of Recycling via email.

We track your container from order through recycling.

Complete documentation of your regulatory compliance and the status of every container you have ever ordered is always available at

www.WMLampTracker.com



From everyday collection to environmental protection,
Think Green.® Think Waste Management

1-800-410-9008

eScrapTracker™

from Waste Management.

Everything you need for safe storage and proper disposal of end-of-life electronics equipment.

Types of equipment that can be recycled with eScrapTracker:

- Computers & Peripherals
- CRTs
- Printers
- Telephones & Answering Machines
- Cell Phones
- Copiers
- Fax Machines
- Televisions
- Radios
- Video Equipment
- VCRs
- Stereo equipment
- Calculators
- Video game players
- Scanners

Large Quantity Generators

Waste Management also provides large-quantity and on-going electronics recycling services for customers with significant volumes of material. Simply visit www.recycleamerica.com or email us at info@recycleamerica.com

1

Order online or call toll free. The container with built in pallet is delivered via UPS or FedEx Ground.



2

Fill with up to 600 pounds of electronics equipment.



3

Call or go online to request pickup. Records of all your containers ordered and recycled are maintained online for easy tracking, documentation and compliance. Filled container is 44x36x32" high.



eScrapTracker™
www.WMLampTracker.com



*From everyday collection to environmental protection,
Think Green.® Think Waste Management*

1-800-410-9008

For Innovations in Renewable Energy

Think Green.®

Landfills are the principal depositories for North America's solid wastes. Every day, thousands of tons of waste are sent to hundreds of landfills throughout the United States and Canada. But not all that waste goes to waste. In fact, at numerous Waste Management landfills, naturally occurring gases are captured and converted into electricity, a renewable energy source that brings light and heat to tens of thousands of nearby homes and businesses.

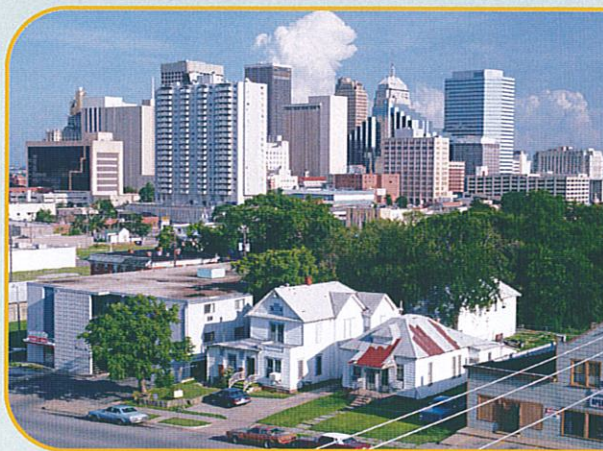
AN ENVIRONMENTALLY FRIENDLY RENEWABLE ENERGY SOURCE

Landfill gas has proven itself to be a reliable and economical energy source. The Federal Environmental Protection Agency (EPA) has endorsed landfill-gas-to-energy systems as being environmentally friendly.

In addition, landfill gas-to-energy provides many benefits and advantages compared to both traditional fossil fuels and other alternative energy sources. These benefits and advantages include:

- Reduces dependency on foreign energy sources
- Energy output is constant and not dependant on sun, wind or other environmental variables
- Provides a predictable, renewable energy resource during "peak hours"
- Fuel price is stable
- Energy availability exceeds 95%, compared to 90% for energy industry as a whole

These projects — whether traditional gas-to-energy, medium BTU or high BTU — benefit the environment by using a renewable form of energy to offset non-renewable resources such as coal, oil, natural gas and nuclear energy. Landfill gas-to-energy is a vital and important part of North America's drive to develop alternative energy sources and promote environmental sustainability.



With cities nationwide looking for new, environmentally responsible ways to provide energy for their growing populations, Waste Management gas-to-energy projects provide a dependable, renewable and pollution free solution.

GAS-TO-ENERGY PROJECTS

Today, there are three basic types of landfill gas-to-energy facilities:

Traditional Gas-to-Energy: A facility where landfill gas is de-watered, filtered, compressed, and then piped directly to an on-site electricity generating engine or turbine. A typical traditional gas-to-energy facility will generate enough power to continuously serve approximately 3,000 homes.

Medium Btu Projects: A facility that pipes landfill gas to off-site industrial customers for use in fuel boilers and furnaces. Typically, the end-users of the medium Btu landfill gas modify their operations to allow the burning of both landfill gas and fossil fuels.

High Btu Projects: A project where landfill gas is processed to remove the carbon dioxide and then sold as high Btu pipeline-quality gas. Use of this gas requires no operations modifications on the part of their end-users.



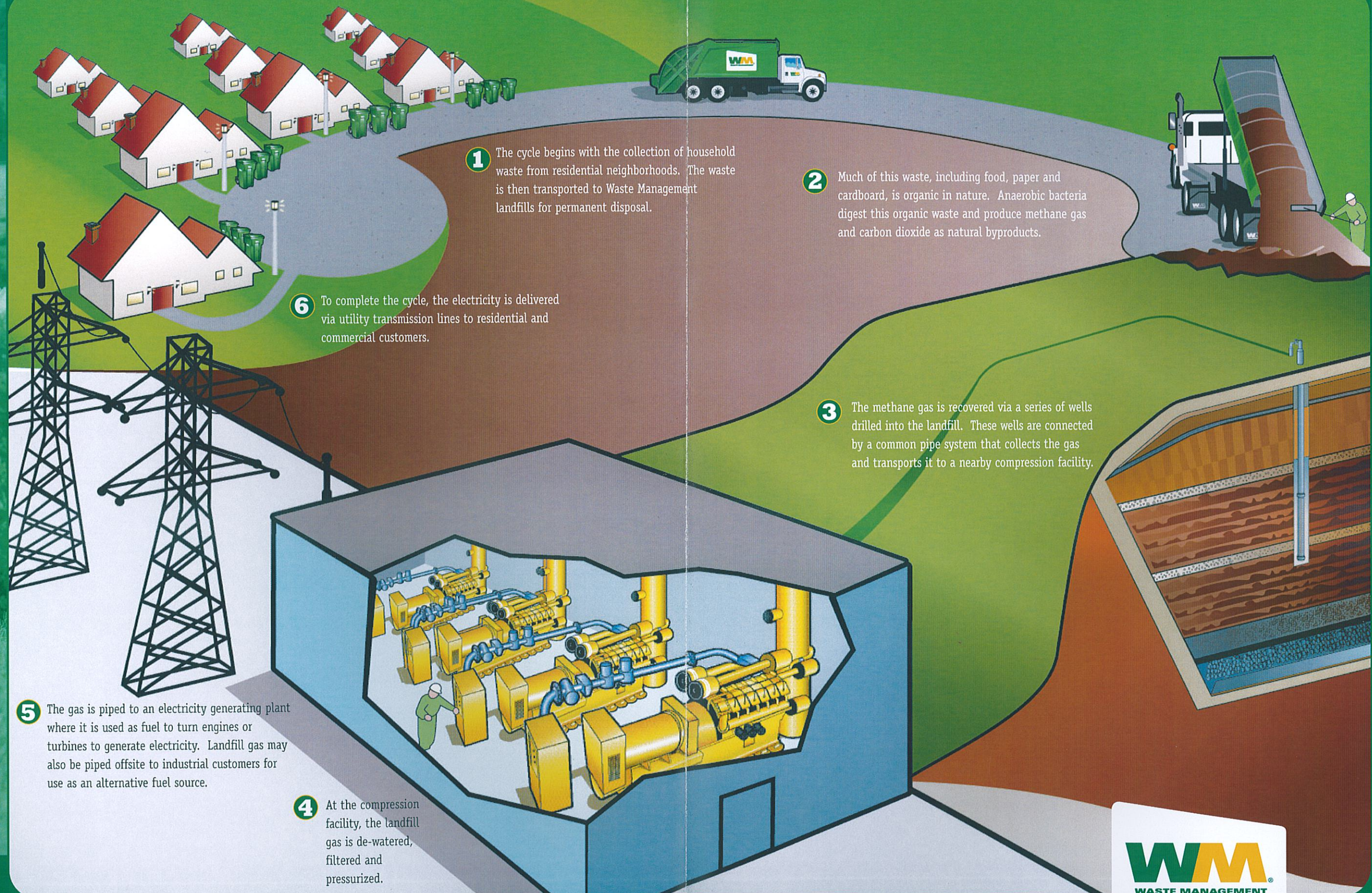
LANDFILL &
INDUSTRIAL
SERVICES

800-WMDisposal

www.WMDisposal.com

WM
WASTE MANAGEMENT

Gas-To-Energy



Gas-To-Energy



Monitoring gas and leachate levels within landfills ensures that Waste Management gas-to-energy projects continuously produce safe, renewable power while protecting the surrounding environment.

THE INDUSTRY LEADER

Since the mid-1980s, Waste Management has been a leader in landfill gas-to-energy technology. Combining technological innovation with its environmental and operations expertise, Waste Management has provided communities with a renewable energy resource that is natural, dependable and readily available.

Waste Management built its first two-landfill gas-to-energy facilities in Wisconsin in 1985. Two years later, the company built its first medium Btu gas plant in Ohio. Today, Waste Management, the leader in environmental technologies, has more than 40 landfill gas-to-energy plants with a total capacity of almost 200 megawatts currently operating throughout the United States. The plants range in size from two to 11 megawatts, and achieve typical on-line availability of more than 95 percent.

Waste Management is the managing partner for 29 of the renewable energy plants. The remaining plants have been developed with a variety of entities promoting renewable energy, including third-party developers, local energy co-ops, public utilities and municipal utilities. Over the past two decades, Waste Management has developed the in-house expertise to design, operate and maintain these plants, and successfully directs the marketing and management of their renewable energy output.

FREQUENTLY ASKED QUESTIONS:

Q. How long does a landfill produce landfill gas?

A. Landfills produce landfill gas throughout their life. The flow begins to decrease shortly after the landfill is closed.

Q. What happens to landfill gas that isn't immediately converted to electricity?

A. Landfill gas cannot be stored. Therefore, gas that is not used immediately to produce power must be burned off at the site using flares.

Q. What kind of companies use electricity from landfill gas?

A. Currently, gas from Waste Management landfills is being used by many industries, including major automotive, chemical companies, utilities and power cooperatives in 21 states.

Q. Have Waste Management gas-to-energy projects received any special recognition or awards?

A. Many. For example, in 1999, Waste Management was named the EPA's Landfill Methane Outreach Program (LMOP) Industry Ally of the Year. The company was one of just seven allies, partners and individual landfill gas-to-energy projects honored by the EPA for outstanding efforts to promote landfill gas-to-energy technology. In 2000, Waste Management's Grand Central Sanitary Landfill in Plainfield Township, Northampton County, Pa., received the "Project of the Year" award from the EPA's LMOP for its landfill gas-to-energy efforts.

For more information about participating with Waste Management in renewable energy projects, please contact your Waste Management Landfill & Industrial Services sales representative at 800-WMDisposal (800-963-4776) or log onto www.WMDisposal.com.

From everyday collection to environmental protection, Think Green. Think Waste Management.



**LANDFILL &
INDUSTRIAL
SERVICES**



Appendix 4: Waste Management Annual Report

See enclosed original.